

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**



**AIR FORCE INSTRUCTION 90-1001**

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**AIR COMBAT COMMAND  
Supplement**

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**Specialty Management**

**RESPONSIBILITIES FOR TOTAL FORCE  
INTEGRATION**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements Air Force Policy Directive (AFPD) 90-10, *Total Force Integration Policy*, and applies to the Regular Air Force (RegAF) and the Air Reserve Components (ARC). All references to the ARC throughout this instruction include the Air National Guard (ANG) and the Air Force Reserve (AFR). It also incorporates changes to the US Code as promulgated by the National Defense Authorization Act of 2007 (NDAA 2007). Total Force Integration (TFI) initiatives are Chief of Staff of the Air Force (CSAF) approved operational constructs, defined in concepts of operation, Integration Plans, Air Force Policy Directive (AFPDs), Air Force Instructions (AFIs), and other supporting documents, which organize, train, and equip our forces in the same way we would present them to a Combatant Commander (CCDR). This instruction provides personnel at all levels a single document to help them to understand roles and responsibilities, craft an integration initiative Integration Plan document, and understand the different command relationships that will impact the mission accomplishment of integration initiatives. The desired end state of Total Force Integration is a more capable and a more resource efficient Air Force that leverages the unique strengths of each component and increases Air Force combat capabilities. For the purpose of this instruction, the National Guard Bureau

(NGB) functions as both a Headquarters Air Force (HAF) 2-letter and as a major command (MAJCOM) equivalent organization.

Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 37-123 (will convert to AFMAN 33-363), *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://afrims.amc.af.mil>. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the Air Force Information Management Tool (AF IMT) 847, Recommendation for Change of Publication; route AF IMT 847s from the field through the appropriate functional's chain of command. Requests for waiver to this instruction will be forwarded to AF/A8 for consideration.

**(ACC) This supplement implements and extends the guidance in AFI 90-1001, *Responsibilities for Total Force Integration*.** It describes the process for submitting Total Force Integration (TFI) initiatives and defines responsibilities for the review/approval of all initiatives within Air Combat Command (ACC). This publication applies to all ACC-gained Air Force Reserve Command (AFRC) units, ACC-gained Air National Guard (ANG) units, and all ACC units. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) AFMAN 33-363, *Management of Records*, and disposed of according to Air Force Records Information Management System (AFRIMS) Records Disposition Schedule at <https://www.my.af.mil/gcss-af61a/afrims/afrims/>. Contact supporting records managers as required. Submit recommended changes on AF Form 847, *Recommendation for Change of Publication*, from the field through the appropriate functional chain of command to HQ ACC/A5B.

## ***SUMMARY OF CHANGES***

This Interim Change is narrowly focused on mission-essential areas of the AFI in need of update or clarification and are intended to address: policy revisions due to identified gaps in guidance as discovered in the course of initiatives execution; incorporation of lessons learned (as captured in May 07); clarification and/or consolidation of guidance from within the AFI. Specifically, this interim changes establishes guidance that all integration initiatives be requirements based, reinforces process mechanisms that define mission assignment/direction approval authority, mandates Initiative Review Worksheets for all initiatives (except for those with existing Integration Plans), and refines/clarifies the Integration Initiative Process Road Map and its accompanying explanatory comments (**Figure A2.2**). A margin bar indicates newly revised material.

## Chapter 1

### INTEGRATION OBJECTIVE, GUIDANCE, AND CATEGORIES

**1.1. Background.** The goal of Total Force Integration is to provide the Air Force and the Combatant Commanders the best possible capabilities to meet their requirements by leveraging the combined human resources of the Regular, Guard, and Reserve members, Air Force civilian employees, and Air Force contractors. Recapitalizing our force structure and transforming our organizational constructs in this way helps preserve combat capability to deter, defend against, and defeat every adversary in any future challenge to the American way of life. The Total Force Integration vision is the dynamic and effective integration of all Air Force components to provide unparalleled air, space, and cyberspace power for the joint warfighter. This Air Force Instruction provides guidance and direction regarding the operation, support, and management of units and personnel involved in the development and implementation of Total Force Integration initiatives consistent with public law, Department of Defense (DOD) directives, and Air Force policy.

The CSAF, on behalf of the Secretary of the Air Force (SECAF), provides oversight for the Air Force's Total Force Integration initiatives and is the final approval authority for all integration initiatives. CSAF approvals will occur after a recommendation for approval by the General Officer Steering Committee (GOSC) described in the GOSC charter found in the library of documents at the TFI website. Once approved, the initiative will then formally compete for funding through the Air Force Corporate Structure Program Objective Memorandum (POM) processes. For initiatives that involve units of the Air National Guard, the CSAF approval of integration initiatives should occur in collaboration with the applicable Governors, Commanding General, or Territorial Governors of the 54 Air National Guard entities. The Deputy Chief of Staff, Strategic Plans and Programs (AF/A8) directs the Total Force Integration program on behalf of the Secretary of the Air Force and facilitates coordination of initiatives among major commands and the National Guard Bureau. The Chief of Total Force Integration (AF/A8XF), by direction of the Director of Strategic Plans (AF/A8X), will provide coordination and oversight on behalf of AF/A8. The Air Force Reserve Command (AFRC) is responsible for administering the Total Force Integration program within the Air Force Reserve. The NGB is the primary channel of communication between the SECAF and The Adjutants General (TAG) and is responsible for administering Total Force Integration within the Air National Guard.

**1.2. Applicability.** This publication applies to the Regular Air Force, the Air Force Reserve, and the Air National Guard. Commanders at all levels are expected to seek ways to integrate to gain benefits from synergizing Air Force component capabilities. This publication also applies to all existing and future Total Force Integration HAF, MAJCOM, NAF and unit associations or stand-alone initiatives to include Base Realignment and Closure Commission (BRAC)-directed actions/associations.

**1.3. Objective.** The objective of the Total Force Integration program is to meet Air Force operational mission requirements by aligning equipment, missions, infrastructure, and manpower resources within the Air Force to enable a more effective and efficient use of these assets. The key requirement is to ensure that the Air Force maintains the capability to meet combatant commander (CCDR) requirements for both surge and sustained operations. Current operations

tempo, personnel tempo, dwell time, crew ratios, and a shrinking pool of resources require that we seek ways to form more Regular Air Force, Air Force Reserve, and Air National Guard partnerships. By realigning the Regular Air Force, Air Force Reserve, and/or Air National Guard resources and missions with a focus on combat efficiencies and the “greater good,” these new organizational constructs and missions with a focus on capability will allow Air Force organizations to continue to meet their responsibilities and commitments. Air Force Reserve, Air National Guard and Regular Air Force commanders must ensure that all personnel are familiar with these concepts and objectives.

**1.4. Strategic Vision.** While the specific strategic goal for Total Force Integration will be somewhat different for each USAF air and ground weapon system, the strategic vision remains focused on an expeditionary mindset and the desire to maintain the highest levels of force readiness while sustaining the maximum capability to the warfighter. Toward this end, MAJCOM developed long range positions for the Total Force will be integrated into the Air Force Strategic Plan and will clearly articulate future Total Force goals and objectives for the Air Force.

**1.5. Core Guidance.** At the root of all TFI initiatives is the compelling premise that each integration initiative that comes forward for consideration is requirements driven and supports the Total Force objective of meeting CCDR surge and steady state requirements. The Coordination Relationships and Process Road Map figures at [Attachment 2](#) depict the relationships and describe the process by which integration initiative ideas come to fruition. One product, the Initiative Review Worksheet (IRW), is required for all initiatives unless an existing Integration Plan either describes the initiative in question (in sufficient detail to determine it is requirements-driven and legally sound) or is modified to do so and re-approved after that modification. The other TFI-unique document, the Integration Plan, is necessary for stand-alone units with new/emerging missions (e.g. CA ANG 163RW Predator Unit, DCGS, etc.) as well as new associate units (e.g. Langley/Richmond F-22 Classic Associate Unit) who will integrate with other components or organizations in the accomplishment of their assigned mission. The Associate Unit Integration Plans will likely be more complex since it will be developed in partnership by both the **Host Unit** (primary responsibility for the weapon system) and the **Associate Unit** (primary responsibility and C2 responsibilities for the individuals in their respective unit). (The two units, associate and host, together form the overall association.) Each integration initiative will have a lead MAJCOM or NGB OPR who will be responsible for the coordination and distribution of the Integration Plan document. The content for the required Integration Plan document can be found at [Attachment 5](#).

**NOTE:**

The term Integration Plan replaces the term CONOP previously used to describe the outcomes and specific objectives of the initiative. If a CONOP is already complete and signed, there is no need to re-accomplish this effort, but you must ensure that all fields of information contained in the new format are addressed in the original CONOP. Any missing information must be collected and added to the original CONOP by means of a revision or addendum. All future discussions of this information will be called an Integration Plan. For the purposes of Total Force Integration organizational constructs, the following definitions apply to integration initiatives:

**Host Unit:** (Defined by Initiative, NOT by Installation) The unit that is equipped/assigned with the physical resources (aircraft/weapon system equipment/weapon system support and/or production facilities). For example, the 1<sup>st</sup> Fighter Wing at Langley is the host unit to the

VAANG 192d Fighter Wing (The Associate Unit) in the F-22. While 1<sup>st</sup> FW has primary responsibility for the F-22 aircraft and most of the equipment/resources needed to accomplish the F-22 mission set, the 192d FW brings manpower, but may also contribute other mission support resources for both this and their additional Title 10/State/Title 32 missions. There may also be other associate units on the installation as well that require their own Integration Plans. One such example where an installation has multiple host units can be found at Hickam AFB, HI. At Hickam AFB, HI: RegAF unit is host for C-17 Unit – HIANG is the Associate Unit; HIANG is the host unit for the F-22A Active Associate – RegAF Unit is the Associate. Host unit status does not imply ownership of an installation.

**Associate Unit(s):** The unit that has primary responsibility for its unit members but shares the aircraft or weapon system assigned to the host. The associate unit could also provide other physical resources in support of the host unit mission.

Each of these units (host and associate) should optimize sharing of assigned equipment, facilities, and other resources to efficiently and effectively train for each unit's Designed Operations Capability (DOC) or Mission Directives. While the host unit commander retains primary responsibility for assigned equipment, ARC associate units can assume responsibility for that equipment when training separately such as during Reserve Component Unit Training Assemblies. Specifics regarding availability of physical resources will be included in each Integration Plan document.

Memoranda of Agreement (MOAs) and Memoranda of Understanding (MOUs) signed by component unit commanders will be crafted by both host and associate units with oversight and coordination provided by the host MAJCOMs to detail specifics regarding that integration initiative. Both the host and associate units should strive to optimize day-to-day functional integration at all organizational levels where facilities and manpower allow and efficiencies can be gained. Base installation and facilities plans should be examined to determine the best way to first collocate like functions common to the associating units and, most importantly, locate functionally integrated work centers in a common space within existing installation facilities; second - add on to existing installation facilities; or third and last – build new facilities. Airmen from both host and associate units should strive to be physically collocated to the maximum extent possible to provide for seamless coordination and unity of effort.

Additionally, MAJCOMs will provide oversight for the development of specific Memoranda of Agreement (MOAs) and Memoranda of Understanding (MOUs), as required, between the host and associate units to outline specific guidance unique to their partnership IAW public law, this instruction, policy and guidance and the Integration Plan document.

**NOTE:**

For Base Realignment and Closure (BRAC) directed/associated TFI initiatives, the SAF/IEI BRAC Program Management Office (PMO) is the headquarters Air Force lead agent on these initiatives and has implementation oversight responsibility in coordination with AF/A8X. (see paragraph 3.1.4)

This AFI and core guidance applies to existing TFI initiatives as well as any initiative action that occurs through the documented and approved TFI processes in the future. Should any stakeholder - MAJCOM, the NGB, or The Adjutants General through NGB - desire to remove an initiative from consideration or implementation, the MAJCOM/NGB OPR will announce its intentions to do so to AF/A8 and closely coordinate that action with Offices of Collateral

Responsibility (OCR) and other stakeholders. Should this request originate from The Adjutant General (TAG), the input will be coordinated through the NGB to the HAF/A8. Any resultant resourcing changes will be implemented through normal Air Force Corporate Structure (AFCS) POM/APOM, OCR, PCR or budgeting actions.

**1.6. Integration Initiative Organizational Constructs.** This AFI implements the following three distinct integration types: Classic Associate, Active Associate (includes the Community Basing variation), and Air Reserve Components Associate. At present, these are the only integration types allowed by law. However, should the law change to allow for a broader subset of organizational constructs, the MAJCOMs (or equivalent) will periodically investigate additional integration types to optimize surge and steady state capabilities. Associate unit(s) will vary from full or tailored wings to groups, squadrons, and detachments, depending on the degree and scope of the defined mission. MAJCOMs (or equivalent) will develop Integration Plan documents in accordance with these general categories. The following paragraphs expand on the definitions found in AFD 90-10 to provide additional clarity.

**1.6.1. Classic Associate.** An integration model in which a Regular Air Force component unit retains principal responsibility for a weapon system or systems, which it shares with one or more reserve component units. Regular and reserve component units retain command authority of their own forces, separate organizational structures (to include UMDs), and chains of command. ANG units may also be tasked by the governor of their state/territory and must be allowed to fulfill those taskings consistent with provisions of public law. Varying degrees of (day-to-day work or) functional integration will be based on the Integration Plan objectives and as further defined in MOUs/MOAs, or other appropriate functional documents.

**1.6.2. Active Associate.** An integration model in which a reserve component (Air National Guard or Air Force Reserve) unit retains principal responsibility for a weapon system or systems, which it shares with one or more regular Air Force units. Air National Guard or Air Force Reserve and Regular Air Force units retain command of their own forces and separate organizational structures. Varying degrees of (day-to-day work or) functional integration will be based on the Integration Plan objectives and as further defined by MOUs/MOAs, or other appropriate functional documents. ANG units may also be tasked by the governor of their state/territory and must be allowed to fulfill those taskings consistent with provisions of public law. **Community Basing.** A variation on the Active Associate model in which Regular component forces are garrisoned at a Guard or Reserve unit location. (Example: Burlington, VT TFI Initiative) Support functions traditionally provided on a Regular component installation (e.g., housing, medical, commissary, BX, etc.) are secured through the local civilian community.

**1.6.3. Air Reserve Components (ARC) Associate.** An integration model where the ARC Component integrates two or more ARC units. A designated host unit will retain principal responsibility for a weapon system or systems, which are shared by all. Each unit retains command of its own forces and separate organizational structures. ANG units may also be tasked by the governor of their state/territory and must be allowed to fulfill those taskings. Varying degrees of functional integration will be based on the Integration Plan objectives and as further defined in MOUs/MOAs, or other appropriate functional documents.

## Chapter 2

### TOTAL FORCE INTEGRATION COMMAND ARRANGEMENTS

**2.1. Purpose :** Unless federally activated, it is required that ANG and AFRC units have their own chains of command, separate both from each other and the Regular Air Force. Unless allowed by law, the legal framework for our Reserve Components (RC) does not permit an organization, in the U.S. or its territories, composed of personnel from two or more components, to have a single chain of command under one commander. This guidance applies to those command arrangement issues impacting functions, actions, and activities that must be addressed in developing integration initiatives, Integration Plan documents, MOUs, MOAs, Support Agreements (SAs), Program Plans (PPlans), Program Action Directives (PADs), Organizational Change Requests (OCRs), and other documents as may be required to implement and execute each integration initiative.

**NOTE:**

The Integration Plan document (formerly known as the CONOPS or Enabling Concept document) described in this instruction is not an Air Force level Capabilities CONOPS document. The confusion generated about this lexicon is the reason for the name change to “Integration Plan.”

**2.2. Command Arrangements.** Host and associate unit commanders are jointly responsible for attaining and maintaining operational readiness to ensure both units are capable of operating together to ensure unity of effort, to fulfill their shared mission. While unit commanders exercise command within their respective chains of command, the host unit commander will exercise control, direction, or supervision for all operational matters over all personnel assigned, attached, or detailed to the host unit to include personnel of a different component as stipulated in implementing MOUs and/or MOAs. Through MOUs/MOAs, the Associate unit commander may detail personnel to work within the combined functional organization. Since neither commander has authority over personnel in the other’s unit, operational tasks will be accomplished through the exercise of a concept known as “Operational Direction (OPDIR).” OPDIR will allow functional supervisors from any component to use the concept to direct personnel detailed under their supervision.

“Operational Direction” is defined as “the authority to designate objectives, assign tasks, and provide the direction necessary to accomplish the mission or operation and ensure unity of effort. Authority for operational direction of one component member over members of another component is obtained by agreements between component unit commanders (most often between Title 10 and Title 32 commanders) whereby these component commanders, in an associate organizational structure, issue orders to their subordinates to follow the operational direction of specified/designated senior members of the other component for the purpose of accomplishing their associated mission.”

**NOTE:**

“Operational Direction” is not a formally recognized command authority along the lines of OPCON or TACON and should not be used outside the context of this AFL. See [Attachment 4](#) for a more complete discussion.

Within the framework of Operational Direction, commanders should rely on delegation of authorities, as stipulated in governing MOUs/MOAs and commander’s intent, as methods to

control, direct, or supervise personnel. The use of the framework of OPDIR is necessary because the doctrinal concept of Coordinating Authority does not provide the necessary statutorily enforceable mechanism for command arrangements within functionally integrated units. For this reason, Coordinating Authority should not be used when describing command arrangements for integration initiatives. Also, just as in a discussion of command, although commanders may delegate authority to accomplish operational or training missions, they cannot delegate the responsibility for the attainment of mission objectives. For this reason, the commander's intent should specify the goals, priorities, acceptable risks, and limits associated with training or operations. Further, commanders have the authority and responsibility to influence training and/or operations and ensure mission success through other means, such as MOAs, MOUs, and designation of an executive agent for specific functions.

**NOTE:**

A more detailed discussion of Title 10 and Title 32 (RegAF, AFRC, ANG) Command Arrangements and Operational Direction can be found in [Attachment 4](#) of this publication.

**2.2.1. Discipline.** All personnel in Title 10 status are subject to the Uniform Code of Military Justice (UCMJ) administered by their respective chains of command. All Air National Guard personnel in Title 32 or state status are subject to discipline based upon the military justice codes under the laws of their respective states, commonwealths, district, or territories. Federal civilians are subject to discipline in accordance with the provisions of Title 5, Title 32, and/or applicable collective bargaining agreements. Jurisdiction for disciplinary actions will vary depending upon an individual's duty status and unit of assignment/attachment. It is possible for more than one commander to have disciplinary authority over an individual at the same time. See [Attachment 4](#), paragraph 2.3, for discussion on scenarios under which ANG personnel may fall under two different disciplinary systems at the same time.

**2.2.2. Operational Readiness.** The host and associate unit's parent MAJCOM commander and the Director of the Air National Guard, through the auspices of the Air National Guard Readiness Center and The Adjutants General, are responsible for ensuring the operational readiness of their host and associate units and for ensuring that the training of these units conforms to established Air Force training standards. The parent component is responsible for its own unit's administrative, personnel, logistical, and budgetary support. Guidance on support responsibilities can be found in DoDI 4000.19, *Interservice and Intergovernmental Support*, AFI 25-201, *Support Agreements Procedures*, AFI 10-301, *Responsibilities of Air Reserve Component (ARC) Forces* (formerly AFR 45-1), AFRPD 10-9, *Lead Operating Command Weapon Systems Management*, and AFRPD 11-2, *Aircraft Rules and Procedures*.

**2.2.3. Communications.** Host and associate units are authorized to communicate directly with supporting MAJCOMs, centers, or agencies by means of the concept of "direct liaison authorized" (DIRLAUTH) to assist with day-to-day management functions. The DIRLAUTH relationships may change once units are chopped to a gaining Combatant Commander (CCDR). Direct communication between an associate unit and the host unit is authorized and encouraged.

**2.3. Combatant Commander (CCDR) Command Arrangements.** In accordance with JP 1-02, Operational Control (OPCON) over forces assigned or attached to a joint force resides with the CCDR (or subordinate JFC, if a subordinate JTF has been established) and is normally exercised through subordinate Service component commanders. Administrative Control

(ADCON) over assigned or attached forces is exercised by the Service component commander (i.e. Commander of Air Force Forces (COMAFFOR)).

2.3.1. Short of full mobilization, ANG members are assigned to the ANG Readiness Center when activated. For these members, the Commander, ANG Readiness Center, will be responsible for administration, support and discipline of assigned personnel. Concurrent disciplinary authority resides with the respective CCDR and the CCDR's delegates (e.g., the COMAFFOR) for conduct occurring while activated individuals are attached to that command for mission execution.

2.3.2. Short of full mobilization, AFRC members remain assigned to their respective AFRC units when activated. For these members, the AFRC unit commanders will be responsible for administration, support and discipline of assigned personnel. Concurrent disciplinary authority resides with the respective CCDR and the CCDR's delegates (e.g., the COMAFFOR) for conduct while individuals are attached to that command for mission execution.

**2.4. NGB Command Arrangements.** While the National Guard Bureau exercises no command authority over National Guard units, the NGB, through the auspices of the ANG directorate, is the channel of communication between the Secretary of the Air Force and The Adjutants General on all matters related to the Total Force Integration program within the Air National Guard.

**2.5. AFRC Command Arrangements.** The Air Force Reserve Command reports directly to Headquarters Air Force. Operational control of AFRC units is exercised by the RegAF-gaining MAJCOM during federal mobilization in accordance with applicable directives.

**2.6. Regular Air Force Command Arrangements.** The Regular Air Force MAJCOM with ARC-gained units has command and control of all ARC-gained units during mobilization. While these ARC-gained units are in inactive status, the RegAF MAJCOMs provide oversight of all assigned ARC units to ensure RegAF MAJCOM standards are maintained. The RegAF MAJCOMs are responsible for missions and ARC-gained units as directed by Headquarters Air Force.

**2.7. Participating State, Commonwealth, Territory, or District Command Arrangements.** The Governor (or Commanding General for the District of Columbia), through The Adjutant General and state/commonwealth/territorial Air Headquarter's Staff, will continue to exercise command and control of Air National Guard forces unless those forces have been mobilized or are voluntarily in Title 10 status. TFI initiatives will not affect the requirement to maintain unbroken ANG chains-of-command, from the most junior enlisted Guardsman through The Adjutant General.

## Chapter 3

### ROLES AND RESPONSIBILITIES

#### 3.1. Headquarters Air Force Responsibilities:

3.1.1. **Chief of Staff of the Air Force (CSAF).** CSAF, acting on behalf of the Secretary of the Air Force (SECAF), will be the final approval authority for all integration initiatives. When approved by CSAF in accordance with this AFI, any initiative that involves support for federal training missions will satisfy the SecAF approval requirement under 32 U.S.C. Section 502(f)(2)(B).

3.1.2. **The General Counsel for the Department of the Air Force (SAF/GC).** SAF/GC will provide advice and legal oversight for Total Force Integration initiatives and issues having significant policy, legislation, BRAC, cross-DOD or inter-agency implications. SAF/GCM will be the authority within SAF/GC to oversee the review of unique operating constructs or other legally significant issues in consultation with AF/JAA and provide a legal sufficiency opinion in the review of Initiative Review Worksheet (IRW) cases described in this paragraph.

3.1.3. **Assistant Secretary of the Air Force, Manpower and Reserve Affairs (SAF/MR).** SAF/MR will provide guidance, oversight and direction of all matters pertaining to manpower; military and civilian personnel; reserve components and readiness support for the Department of the Air Force. SAF/MR will review any manpower and legislative guidance on integration initiatives, and implementation plans initiated by AF/A8.

3.1.4. **Deputy Assistant Secretary of the Air Force, Installations, Environment, & Logistics (SAF/IE).** SAF/IE will provide guidance, oversight, and direction on all matters pertaining to installation issues for the Total Force Integration initiatives. SAF/IEI will review and coordinate on integration initiatives documents based upon the underlying real estate instrument and Joint Use Agreements and in accordance with the provisions of AFI 10-503, *Base Unit Beddown Program*. For Base Realignment and Closure (BRAC) directed/associated TFI initiatives, the SAF/IEI BRAC Program Management Office (PMO) is the headquarters Air Force lead agent on these initiatives and has implementation oversight responsibility in coordination with AF/A8X.

3.1.5. **Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM).** SAF/FM will provide guidance, oversight, and direction on all matters pertaining to funding issues associated with Total Force Integration initiatives. This guidance and oversight could include, but is not limited to, recommended approaches to Flying Hour Program funding as well as other issues pertaining to association funding and the process by which component funds will be used and tracked.

3.1.6. **Deputy Chief of Staff, Manpower and Personnel (AF/A1).** AF/A1, as the focal point for Air Force human capital management policy development, is responsible for developing, coordinating, and executing manpower and personnel legislation and policies necessary for Total Force Integration Implementation Plans. AF/A1 will review and coordinate on all Integration Plan documents within the HAF Integration Plan coordination process.

**3.1.7. Deputy Chief of Staff, Intelligence, Surveillance, and Reconnaissance (AF/A2).** AF/A2 will provide guidance, oversight, and direction on all matters pertaining to intelligence, surveillance, and reconnaissance issues associated with Total Force Integration initiatives. AF/A2 will review and coordinate on all Integration Plan documents within the HAF Integration Plan coordination process to ensure compliance with AFI 14-104, *Oversight of Intelligence Activities* and other intelligence related OSD/Joint directives.

**3.1.8. Deputy Chief of Staff, Operations, Plans and Requirements (AF/A3/5).** The AF/A3/5 will oversee air, space, command and control and information operations, plans and requirements issues for integration initiatives and coordinate on Total Force Integration initiative Integration Plan documents and other implementation documents. AF/A3/5 will assess and communicate AEF policy, AFD 10-4, *Operations Planning: Air & Space Expeditionary Force Presence Policy (AEFPP)*, for sourcing and presentation of capabilities of TFI units during the approval process for Integration Plan or other implementation documents. Of critical importance will be the A3/5's role of re-shaping the personnel and equipment UTCs through the efforts of A5XW. AF/A3/5 will also review and assess air, space, command and control, cyberspace, and information operations for the operational and capability impacts of programmatic inputs that arise as a result of implementing an integration initiative.

**3.1.9. Deputy Chief of Staff, Logistics, Installations, and Mission Support (AF/A4/7).** The AF/A4/7 will oversee installation and logistics issues for integration initiatives and coordinate on Total Force Integration initiative Integration Plan documents and other implementation documents. AF/A4/7 will also take part in AFCS deliberations on installation and logistics programmatic inputs that arise as a result of implementing an integration initiative.

**3.1.10. Deputy Chief of Staff, Strategic Plans and Programs (AF/A8).** AF/A8 will lead Total Force Integration on behalf of the SECAF and facilitate coordination of initiatives among major commands, the National Guard Bureau, the Air Force Reserve, and other air staff and secretariat entities. The Directorate for Strategic Plans (AF/A8X), on behalf of AF/A8, is the single entry point for the coordination of TFI initiatives through the Total Force Integration Division (A8XF). AF/A8X will integrate MAJCOM developed long range positions for the Total Force into the Air Force Strategic Plan. In addition, AF/A8P will assign Panel/Program Element Monitor (PEM) POCs from across the HAF to ensure resource and policy matters are addressed within the Air Force Corporate Structure (AFCS) processes. AF/A8 will ensure ARC representation on all steering groups and other teams necessary to implement policy. AF/A8X will coordinate integration initiatives at the HAF level and will include, the NGB, the Air Force Reserve, and other Headquarters Air Force (HAF) organizations, elements of the secretariat, direct reporting units, and forward operating elements, as appropriate. In addition, AF/A8X will coordinate with SAF/IEI PMO to ensure the proper review of all issues relating to BRAC actions also identified as TFI initiatives.

**3.1.11. Judge Advocate General (AF/JA).** AF/JA will provide guidance, direction, and oversight on legal matters affecting Total Force Integration. AF/JAA will be the authority within AF/JA for review, referral, and resolution for all legal issues encountered during preparation of the Initiative Review Worksheet and Integration Plans. Should the IRW or I-Plan expose unique operating constructs or other legally significant issues, AF/JAA will refer

such products to SAF/GCM for additional review (see para 3.1.2). AF/JAA will review all submitted Initiative Review Worksheets and Integration Plans for legal sufficiency prior to implementation, and will be the last functional office to review the document before approval by the CSAF.

**3.1.12. Chief of Air Force Reserve (AF/RE).** The Chief of Air Force Reserve will provide guidance, oversight, and direction on all AFRC integration initiatives. AF/RE will also coordinate on Total Force Integration initiative Integration Plan documents and other implementation documents. AF/RE will take part in AF Corporate Structure deliberations on AFRC programmatic inputs that arise as a result of implementing an integration initiative.

**3.1.13. NGB Responsibilities:**

3.1.13.1. The NGB ANG staff performs three distinct roles. First, it performs a Headquarters Air Force staff function similar to that performed by the AF/RE staff to ensure the ANG equities are properly included and vetted for all Air Force issues. Second, within the framework of Total Force Integration, it assumes a role equivalent to a MAJCOM so as to collaborate with the major commands in framing and implementing integration initiatives. Third, NGB will coordinate all integration initiatives with the appropriate TAG of the state, territory, or District of Columbia and is the channel of communication to the State Adjutants General.

3.1.13.2. Prescribe training requirements for ANG units and allocate funds for that training.

3.1.13.3. In conjunction with each MAJCOM, evaluate the readiness of ANG host and associate units to effectively execute or support assigned missions.

3.1.13.4. Provide oversight and assistance with required TFI Integration Plan, MOUs, MOAs and support agreements documents. NGB will coordinate on Total Force Integration initiative Integration Plan documents and other implementation documents.

3.1.13.5. Monitor and provide assistance and support to Air National Guard units to ensure that ANG host and associate units possess the capability to train personnel to an operational standard that meets gaining MAJCOM mission objectives.

3.1.13.6. NGB/A8, through the PPBE process, and in coordination with the NGB/FM and NGB/A1 functionals for near-term budget and manpower requirements, will determine long-term programming actions necessary for implementation.

3.1.13.7. When a TFI initiative involves the Air National Guard, the participating state, commonwealth, territory, or district is the primary stakeholder through which the Integration Plan is coordinated for approval by the Air Force. The Governor (or district equivalent), through The Adjutant General and state/commonwealth/territory/district Air Headquarters' Staff, is the final authority for all TFI initiatives involving that state/territory/commonwealth or district. The participating state, commonwealth, territory, or district will primarily coordinate and communicate with the Air Force through the NGB, however, direct communication between the participating state/commonwealth/territory/district and the Air Force may also be required.

**3.2. MAJCOM Responsibilities:** (For the purposes of this discussion, the NGB is considered a MAJCOM equivalent). Each MAJCOM will develop a position for long range Total Force requirements to guide integration efforts within its command.

**3.2. (ACC)MAJCOM Responsibilities.** This supplement establishes ACC's TFI process, defines roles and responsibilities and provides instructions for submitting/staffing Air Reserve Component (ARC) integration requests. Attachment 6 (Added), ACC TFI Process, in conjunction with instructions and procedures contained in AFI 90-1001, and this supplement provides guidance for submitting initiative requests.

**3.2.1. MAJCOM Director of Plans, Requirements, and Programs offices (or equivalent) (A5 or A8).** The lead MAJCOM Director of Plans, Requirements, and Programs offices (or equivalent) will act as the integration initiative POC for all units under their command or those gained by the MAJCOM. Unless otherwise agreed to by the associating commands, the lead MAJCOM is the parent command of the organization that possesses the physical resources in the association. These offices are responsible for Integration Plan development and the implementation of integration initiatives through the use of detailed plans that set forth policies and procedures. The lead MAJCOM will ensure that all documents developed in support of integration initiatives are reviewed and coordinated upon by all of the association's stakeholders. CSAF approved TFI initiatives will accomplish beddown coordination actions as directed by AFI 10-503, Base Unit Beddown Program. In addition, MAJCOMs/NGB impacted by BRAC directed initiatives must also follow BRAC PAD 06-01 guidance (as amended). The lead MAJCOM will use their existing beddown processes and procedures and ensure compliance by including requisite information within integration initiative supporting documents. The overarching document for each integration initiative is the Integration Plan document.

**3.2.1. (ACC) MAJCOM Director of Plans, Requirements, and Programs offices (or equivalent) (A5 or A8).** HQ ACC/A5 Directorate is responsible to COMACC for facilitating TFI initiatives affecting ACC units, ACC-gained Air Force Reserve Command (AFRC) units and ACC-gained Air National Guard (ANG) units.

3.2.1.1. Prior to developing or tasking for development those documents necessary for implementation of an integration initiative, the MAJCOM/A5 or A8 will obtain MAJCOM/JA legal review of the completed TFI Initiative Review Worksheet which covers the proposed mission, organizational structure, utilization of National Guard and Reserve personnel by category, and fiscal requirements. MAJCOM/A5 or A8 will ensure the MAJCOM OPR completes the initial concept review IAW the Initiative Review Worksheets template(s) provided in [Attachment 3](#) (using either Annex A and/or Annex B as required) and obtain MAJCOM-level JA reviews by all association stakeholders. Initiatives that are already performing the mission need not accomplish an Initiative Review Worksheet, however, the accountable MAJCOM or NGB OPR will ensure that an Integration Plan is crafted and forwarded to the HAF (AF/A8XF) for functional coordination and legal sufficiency review.

3.2.1.2. MAJCOM/A5 or A8 will develop, or task for development, the required implementing documentation such as Integration Plan, MAJCOM/Numbered Air Force (NAF) level MOAs or MOUs, Support Agreements (SAs)(as defined by AFI 25-201), and Programming Plans. As a part of this process, MAJCOMs will seek Air Staff

functional approval review of the Integration Plan document. MAJCOM/Numbered Air Force (NAF)/Unit level MOUs, MOAs, and Support Agreement development requirements are captured in AFI 25-201, Support Agreements Procedures. Development of an MOU/MOA will be based on the template found in AFI 25-201, Attachment 4 (alternatively, a sample TFI oriented MOU/MOA can be found in the TFI web site documents library). MOU/MOAs may contain language that indicates support agreement areas, and/or other topics of interest to the commanders of the associating/supported/supporting units (e.g. command arrangements, local policy(ies), etc.). If MOU/MOAs address support agreement areas of interest, the support agreement issues must also be captured on a DD Form 1144. Support Agreements will continue to be developed IAW AFI 25-201 and be captured on DD Form 1144.

3.2.1.2.1. **DELETED**

3.2.1.2.2. **DELETED**

3.2.1.2.3. MAJCOMs will ensure that all associated ARC host and associate units are aligned with gained/assigned Unified Combatant Command (UCC) OPLANs IAW the associated units' respective DOC statements, or equivalent documents. Parent MAJCOMs must ensure that host and associate units train to meet CCDR stated mission requirements. MAJCOMs will ensure that procedures are in place to attach individuals and units to the appropriate CCDR unit structure when operating in Title 10 status to ensure an unbroken operational chain of command.

3.2.1.3. MAJCOM/A5 or A8, with proponent/PEM input throughout the PPBE process, and in coordination with the MAJCOM/FM and MAJCOM/A1 functionals for near-term budget and manpower requirements, will determine long-term programming actions necessary for implementation, and proposed offsets from other programs, if investment capital or manpower is required (inclusive of Total Force Integration initiatives).

3.2.1.4. MAJCOMs/ A5 or A8 will ensure the appropriate metrics (existing or developed) are available to evaluate whether integration initiatives are creating the desired effects. The metrics should address the overall objectives of the proposed integration as stated in the I-Plan and also should address the objectives of other implementation documentation such as MOAs, MOUs, and Support Agreements. As applicable, operational indicators, at a minimum, will include but not be limited to, crew ratio, dwell times, absorption rates, utilization (UTE) rates, Operations Tempo (OPSTEMPO), and Personnel Tempo (PERSTEMPO). A5 or A8 will ensure that the appropriate functionals begin collection of performance measures/data at IOC.

3.2.1.5. MAJCOM/A1, A2, A3, A4, A5, A6, A7, A8, JA, and/or FM will coordinate and collaborate on the development of all directives, instructions, and regulations impacting its units with all components prior to publication.

3.2.2. **The MAJCOM Director of Manpower and Personnel (or equivalent) (A1).** A1 is responsible for verifying and justifying manpower requirements within an approved organizational structure for integration initiative units. The A1 should ensure that the manpower requirement determination includes identification of force mix and types of component manpower categories (i.e., RegAF, AGR, technician, etc.) necessary for the new or existing organization to effectively accomplish the MAJCOM mission. The A1 will also

assist in the development and staffing of a proposed organizational structure using AFI 38-101, *Air Force Organization*, as a guideline. A1 will work closely with RegAF, NGB A-staff and/or AFRC equivalent of A1, A2, A3/5, A4/7, A6, A8, JA, and FM. MAJCOM and/or NGB A1 will establish a process to collect Military Personnel Appropriation (MPA) day forecasts from host and associate units and POM for the MPA day resources necessary to achieve short-term active force needs of TFI associations. Coordination with other functional areas may be necessary. In addition, the A1 will coordinate with its component's personnel functions or the respective personnel centers to ensure impacts to personnel assignment and training actions have been properly taken into consideration.

3.2.2.1. MAJCOM/A1 will coordinate with other MAJCOM functional organizations to help quantify and/or identify integration initiative training implications to include any production surges required for the initiative, as well as changes to production requirements and continuation training requirements in the post-integration environment. The MAJCOM/A1 will then coordinate with the various Air Education and Training Command (AETC) functional training organizations to determine the feasibility of meeting the training requirements deadlines. Refer to AFI 16-501, *Control and Documentation of Air Force Programs*, 15 August 2006, Attachment 9, *Timeline for Development and Programming for Education and Training Framework*.

3.2.3. **MAJCOM Director of Intelligence (or equivalent) (A2).** MAJCOM/A2, or the designated agency, will lead Total Force Integration initiatives for all intelligence issues within the command. MAJCOM/A2, or the designated agency will provide guidance, oversight, and direction to ensure the successful integration of tasking, processing, analysis, evaluation, interpretation, and dissemination of intelligence. MAJCOM/A2, or the designated agency will ensure that all units having an intelligence function are trained and evaluated IAW AFI 14-202 Volume 1, *Intelligence Training*, and AFI 14-104, *Oversight of Intelligence Activities*, and meet all intelligence oversight requirements, including required reports.

3.2.4. **MAJCOM Director of Air, Space and Information Operations (or equivalent) (A3).**

3.2.4.1. Analyze AEF implications to include the changes to both host and associate units' proposed capability, their ability to continue to support AEF commitments, and any changes required in each unit's AEF Unit Type Code (UTC) libraries.

3.2.4.2. Ensure Designed Operations Capability (DOC) statements/mission directives for new or altered TFI efforts are developed so the proper unit end state is reached and reflected on the unit's DOC statement/mission directives and in the UTC Availability to meet mission requirements. Of critical importance will be the A3's role in re-shaping the personnel and equipment UTCs in collaboration with AF/A5XW.

3.2.4.3. Analyze combat capabilities in proposed TFI units and advocate changes to TFI unit composition to ensure rotational and mobilized combat capabilities are enhanced and absorption and training concerns are addressed.

3.2.4.4. Review/update operational policies and/or procedures to reflect the requirements of associations.

3.2.4.5. Coordinate on appropriate sections of Integration Plan, MOAs, MOUs, or other implementing documents to ensure A3 concerns are addressed.

**3.2.5. MAJCOM Director of Logistics and Director of Installation and Mission Support (or equivalent) (A4 and/or A7).** Describes the Agile Combat Support concepts and changes to existing UTCs to reflect host and associate unit capabilities. In addition, the A7 will ensure that any facilities requirements (either new construction or building modifications) reflect a sharing of common workspaces. It is the intent of the Air Force Corporate Structure that requirements for additional workspace be satisfied first by modification/additions to existing facilities prior to considering requests for new construction. The host MAJCOM in the association will program resources to operate and maintain all facilities necessary for both host unit and associate unit to perform their respective association mission(s). These facilities will be assigned the lead MAJCOM Command Code as appropriate.

**3.2.6. The MAJCOM Inspector General (IG)** will direct the development of applicable guidelines, procedures, and criteria to assess unit efficiency, effectiveness, combat readiness and nuclear surety of all MAJCOM and/or MAJCOM gained forces. For ARC units, inspection dates will be forwarded to the appropriate ARC Gatekeeper with a minimum one year notice to ensure annual tours are scheduled accordingly.

3.2.6.1. Gaining command MAJCOM/IGs will administer comprehensive readiness and nuclear surety inspections for all units as specified in AFI 90-201, *Inspector General Activities*. The RegAF MAJCOM/IG will take the lead in this development effort and will collaborate with the respective ARC component to ensure the combat readiness of all Total Force Integration units. Associated Total Force units will normally be inspected as one team with personnel from each of the inspected component's units participating in the inspection.

3.2.6.2. MAJCOM IGs will administer compliance inspections as specified in AFI 90-201, *Inspector General Activities*. Compliance inspections will be conducted by the MAJCOM/IG; for NGB units, the gaining command MAJCOM/IG team will conduct the inspection.

3.2.6.3. MAJCOM/NGB IG complaint resolution inspectors will have visibility on all complaints resolution and Fraud, Waste, and Abuse issues or items of interest as may impact inspected integrated or associated units in order to ensure good order and discipline throughout the Total Force organization consistent with the provisions of AFI 90-301, *Inspector General Complaint Resolution*.

**3.2.7. The MAJCOM/JA** will provide integration initiative legal guidance consistent with existing public laws, DoD, and Air Force instructions. MAJCOM/JA will:

3.2.7.1. Accomplish a legal review during initial concept development of the integration initiative using the completed TFI Initiative Review Worksheet ([Attachment 3](#)). The completed worksheet will address, at a minimum, the proposed mission, organizational structure, utilization of National Guard and Reserve personnel by category, and fiscal requirements (see [Attachment 3](#) Annex A and/or Annex B for review format and guidelines). The MAJCOM/JA will review the Initiative Review worksheet to ensure the proposed integration is legally sufficient. Legal issues encountered during the review may be referred to AF/JAA, which will coordinate with SAF/GCM, as necessary. **Note:** this legal sufficiency review and approval is required prior to proceeding with the actual Integration Plan document development or implementation.

- 3.2.7.1.1. After the coordinated MAJCOM/JA review of the initiative worksheet has been certified by the OPR MAJCOM/JA, the MAJCOM A5/A8 TFI lead will forward the worksheet to A8XF. Upon receipt from A8XF, AF/JAA will coordinate with SAF/GCM as discussed in paragraphs 3.1.2 and 3.1.11 of this AFI. When SAF/GCM coordination is not required, AF/JAA will serve as the final legal approval for the initiative, after which the MAJCOM may proceed with the development of the Integration Plan.
- 3.2.7.2. Monitor JA support at each location to ensure necessary services are being provided to the host and associate units.
- 3.2.7.3. Maintain a liaison between the components to address legal support requirements of unit members.
- 3.2.7.4. Prepare an annex to the Integration Plan document in cases where the integration initiative's mission requirements are impacted by multiple statutes. This annex will provide commanders with clear guidance to help them stay within the bounds of the law.
- 3.2.7.5. Partner with the complementary component MAJCOM/JA to visit units when specific issues arise which require command attention. Provide staff assistance when requested.
- 3.2.8. **MAJCOM/SEs.** The MAJCOM/SE will develop guidance to ensure all aspects of the Air Force Mishap Prevention Program as addressed in the 91-series instructions are adequately integrated at each installation where Regular Air Force, Air National Guard, and Air Force Reserve Command personnel are assigned. Associated Total Force units will normally be inspected as one team with personnel from each of the inspected component's units participating in the inspection.
- 3.2.9. **MAJCOM/FMs** will provide guidance, oversight, and direction on all matters pertaining to funding issues associated with Total Force Integration initiatives. This guidance and oversight could include, but is not limited to, recommended approaches to Flying Hour Program funding as well as other issues pertaining to TFI initiatives funding, Execution Plans, and the process by which MAJCOM funds will be used and tracked.
- 3.3. TFI Component Unit Commander Responsibilities:** Each unit commander is responsible for personnel management, performance reviews, career development, and administrative support for members of their respective units consistent with public law. Command and disciplinary authority over a member rests with the member's unit commander and the respective chain of command. Functional supervisors, whether RegAF, Air Force Reserve, Traditional Reservist, Air National Guard technician, Air Reserve technician, civilian, AGR (Title 10 or Title 32), or Drill Status Guardsmen, have the authority by way of OPDIR to guide the day-to-day functional organizations toward mission readiness. All personnel in a host and associate unit should be trained, tasked, inspected, and employed as a unified team to the maximum extent possible.
- 3.3.1. **Manpower:** Each unit, host and associate, considering the integration initiative organizational construct described in the Integration Plan document, should coordinate a proposed Unit Manpower Document (UMD) that supports desired operational capabilities with its own MAJCOM/HHQ. With reference to the approved Integration Plan document and the finalized UMD, the participating units should determine optimum functional

organizational structures for day-to-day integrated operations in coordination with their MAJCOM AIM. While developing the functional organizations, consideration must be given to both host and associate unit training activities, deployed training activities as well as CONUS and OCONUS operational activities and in the case of the Air National Guard -- state missions. TFI organizations must properly utilize ARC personnel in various duty statuses and must be structured to facilitate applicable work rules in all training activities.

**3.3.2. Memoranda of Agreement (MOA), Memoranda of Understanding (MOU), and Support Agreements:** Host and associate units (with the assistance of the host and parent MAJCOMs) will develop appropriate MOAs and MOUs that describe specifics regarding the integration initiative. MOAs and MOUs are agreements between the host and associate units and are usually signed by parallel unit commanders after proper HHQ coordination by the host MAJCOM. MOAs and MOUs should be revised and updated from time to time as deemed necessary by the units and will include guidance for accomplishing unit readiness reporting requirements for each component. Development of an MOU/MOA will be based on the template found in AFI 25-201, Attachment 4 (alternatively, a sample TFI oriented MOU/MOA can be found in the TFI web site documents library). MOU/MOAs may contain language that indicates support agreement areas, and/or other topics of interest to the commanders of the associating/ supported/ supporting units (e.g. command arrangements, local policy(ies), etc.). If MOU/MOAs address support agreement areas of interest, the support agreement issues must also be captured on a DD Form 1144. Support Agreements will continue to be developed IAW AFI 25-201 and be captured on DD Form 1144.

**3.3.3. Readiness:** Host and associate units should coordinate all processes that contribute to their combined ability to execute desired operational capabilities.

**3.3.3.1. Unit Recall:** Units in each integration initiative should determine if an integrated or separate recall process will best serve the partnered units. Consideration must be given to varied ARC duty statuses, required recall response times and the different types of recall that might be required, including ANG recall to state service. ANG associate units may also be tasked by the governor of their state/territory and will fulfill those taskings consistent with provisions of public law.

**3.3.3.2. Mobility:** Processes necessary to efficiently mobilize and deploy host and associate units should be coordinated and specified in local plans, policies and procedures. The host unit will ensure that mobilization plans and exercises include both host and associate units' assigned assets, consistent with the training requirements of the associate unit. The intent is to functionally integrate to the maximum extent possible and to require participation by all of the host and associate unit members.

**3.3.3.3. Readiness Exercises:** Host and associate units should revise exercise plans and publications considering each component's requirements for readiness training. ARC personnel may not be able to participate in readiness exercises as often as RegAF personnel due to limited fiscal resources, finite training opportunities and required time away from civilian employers. Associated units should plan exercise schedules as far in advance as possible to facilitate ARC personnel absence from civilian employers.

**3.3.4. Training:** Airmen in all host and associate units will receive equal priority for training opportunities whether primary to operational capabilities or ancillary in nature. Units must ensure ARC members who are not available day-to-day are considered when

developing and executing training plans. Units should maximize use of video recorded/CBT training sessions to enable ARC members to “make-up” missed training opportunities as conditions permit. Specifics regarding the tracking of individual training, including required events and currencies, should be coordinated and specified in appropriate MOAs and MOUs.

**3.3.5. Facilities:** Host and associate units should ensure integrated functions share workspaces within the functional organization and work together seamlessly in support of the unit mission. Integrated activities/functions will be collocated within the same workspaces to the maximum extent possible. When facilities do not permit collocation, long-term planning should include adequate space for collocation. As space permits, units sharing a facility should collaborate with each other to allow for the display of each unit’s culture and heritage. The host unit in the association will be responsible for the control and operation of association mission facilities and coordinate funding with the lead MAJCOM for the operation and sustainment of these facilities. Specifics regarding the allocation, operations, and maintenance of all Real Property including facilities and infrastructure should be coordinated as specified in accordance with applicable AFIs, as supplemented, and in appropriate MOAs and MOUs.

**3.3.6. Personnel Management:** Applicable personnel administration will be accomplished by the Commander’s Support Staff (CSS), servicing Military Personnel Flight (MPF), higher headquarters personnel function, or through reach back to the parent command. Likewise, government civilian employees assigned to integration initiative units will be serviced by the host wing Civilian Personnel Flight using all local policies and procedures with the exception of performance management and awards. Administration of civilian personnel management policies unique to Air National Guard Technicians will be retained by the ANG wing commander, Senior ANG technician, or designee. Certain key supervisory ANG technician positions must be designated in writing by the unit commander/senior ANG technicians to act as the commander's designee. Responsibility for individual ratings, appraisals and professional feedback as well as official and periodic awards or decorations will be in accordance with applicable AFIs and MAJCOM/NGB directives as supplemented and is retained by each associating unit. Processes describing input from functional supervisors should be detailed in appropriate MOAs and MOUs.

3.3.6.1. Disciplinary actions, including letters of counseling, letters of admonishment, letters of reprimand, and UCMJ actions, must be accomplished by the member’s own component chain-of-command (if a guardsman in Title 10 status, the Title 10 chain has authority). Short of full mobilization, all ANGUS members in Title 10 status will be assigned to the Air National Guard Readiness Center (ANGRC), and attached to the appropriate RegAF unit.

3.3.6.2. Supervisors or commanders from one chain-of-command cannot take disciplinary action against a member of the other component chain of command, but shall notify the member’s chain-of-command of the disciplinary infraction or other matters requiring redress.

3.3.6.3. Personnel actions must be accomplished by the member’s own component chain-of-command (with inputs from the member’s functional supervisor if a member of another component). Designation of raters for performance reports must be IAW the rules established by the member’s component.

3.3.6.4. When an entire ANG unit is performing in a Title 10 status, it must be assigned to a Title 10 organizational structure. The ANG unit must be attached to a gaining Air Force MAJCOM.

3.3.7. **Financial Management:** Host and associate units should ensure that costs attributable to respective components are captured and sourced from appropriate funds, consistent with respective appropriations purposes (in compliance with Anti-Deficiency Act and Purpose Statute language) and in accordance with applicable AFIs and policies provided by SAF/FM, MAJCOM/FM, and/or the NGB/FM. This includes identifying near-term financial requirements for wing execution plan inputs, requirement shortfalls, monitoring execution of funds, etc. Regular Air Force, Air Force Reserve, and Air National Guard supporting units will budget and manage the financial resources needed for retention of ADCON over assigned personnel. This is necessary due to the distinctly separate appropriations authorized to support each component.

3.3.8. **Directives:** The host unit, in coordination with the associating unit, will publish or revise local directives, instructions, and/or operating procedures. These revised directives, instructions, or operating procedures will apply to all assigned, attached, or detailed forces and include language that describes command arrangements.

**3.4. Deployment.** All personnel within associate unit(s) and those assigned, attached, or detailed to a host unit are eligible to deploy with the host unit based on AFD 10-4 and all other applicable instructions and/or MOUs/MOAs.

**3.5. Total Force Integration Plan Reporting and SORTS.** In order to assess the benefits of Total Force Integration, each TFI Initiative OPR must coordinate for the capture and reporting of both implementation and performance measures in order to report these metrics to decision makers. The Total Force Integration Tracking Tool tracks implementation measures while performance measures are largely captured in current SORTS processes – with a few exceptions. This requirement is designed to capture those measures that currently exist – not to generate an additional reporting requirement – except for those few measures of merit that are very unique to an initiative. Designated OPRs at MAJCOMs/ NGB and units will provide updates and other information on the progress of TFI initiatives by updating the TFITT database. Unit status will be reported through SORTS. The measures of merit listed for each objective are required to be reported either through SORTS or to the parent MAJCOM for capture in their database at least every thirty days.

3.5.1. **SORTS.** Units or designated OPRs will be responsible to report unit status to their respective MAJCOMs/NGB through standard DRRS/SORTS/ARTS reporting tools and in accordance with established guidance and current AFIs as supplemented. These metrics will include the DRRS measures - personnel authorizations, equipment and supplies on hand, equipment condition, and training measurement. SORTS reporting is not normally required for TFI initiatives until IOC is reached or as directed by the commander.

3.5.2. **TFI Measures of Merit Reporting.** TFI specific Measures of Merit will be reported to the parent MAJCOM for capture in their database. At a minimum, these metrics should include but not be limited to: crew ratio, dwell times, absorption rates, utilization (UTE) rates, OPSTEMPO (Operations Tempo), and PERSTEMPO (Personnel Tempo).

## Chapter 4

### INTEGRATION PLAN DOCUMENT DEVELOPMENT PROCEDURES

**4.1. Purpose.** This chapter addresses the development and content of the Integration Plan document (for both existing and future units), and highlights issues impacting functions, actions, and activities that need to be addressed in the course of developing the document. It is intended that the MAJCOM OPR for an integration initiative be the responsible agent for the development of the Integration Plan and that this duty not be delegated below the level of the MAJCOM. It also addresses MAJCOM and HAF responsibilities in the development of the Integration Plan document. In those cases where the initiative results in assignment of a new or emerging mission for an ARC organization and there is no integration of forces between components, there will be a requirement for an Initiative Review Worksheet, however the development of an Integration Plan will not be required.

**4.2. Background.** Integration initiatives come from all levels - not only from inside the Air Force but also from external sources as well (for example, the Congress or states.) Proposed TFI initiative sponsors should acquire concurrence from MAJCOM and ANG participants by following the TFI initiatives process steps described in [Figure A2.2](#). Usually, the first required step in the TFI initiative process is the development and legal review of the Initiative Review Worksheet (IRW) prior to development of the TFI Integration Plan. The Integration Plan document sets the strategic direction for the integration initiative, serves as the basis for the development of the supporting implementing documents, and helps frame and define the measures for success. Development of the Integration Plan document is the necessary second step in the process of executing integration initiatives and sets the conditions for successful implementation. Since the Integration Plan is a foundational document, the proper and thoughtful crafting of this document is critical to the overall implementation effort. While it is the intent of this instruction to direct the development of the Integration Plan document and define its content, major commands who lead the integration implementation efforts should develop procedures that expand upon and support this instruction. For example, major commands should publish guidance for the development of the supporting documents and activities (e. g. Site Activation Task Force (SATAFs), PPlans, OCRs, MOUs, MOAs, SAs, etc.)

**NOTE:**

A detailed description of the construct and content for the Integration Plan document can be found in [Attachment 5](#). A sample of a completed Integration Plan that meets all TFI requirements can be found on the TFI web site within the library reference documents section at "<https://www.totalforceintegration.hq.af.mil/library>". In addition, other sample documents such as, MOUs/MOAs, Initiative Review Worksheets, and initiative synopsis documents can be found at the same web location.

**4.3. Integration Plan Development.** HAF/MAJCOM/NGB/NAF OPRs are required to develop an Integration Plan for all existing and future Total Force Integration initiatives, including BRAC-directed associations. In situations where there is an existing CONOP, I-Plan, or Macro CONOP/I-Plan, the OPR will only be required to complete an I-Plan addendum that "fills in the blanks" for missing required template information. Once the I-Plan and/or I-Plan addendum review and coordination has been accomplished at the MAJCOM/NGB level, the I-Plan (or

Addendum) OPR will submit the I-Plan to AF/A8XF for a required HAF functional level coordination which will culminate in JAA and/or GCM review for legal sufficiency.

**4.4. Pre-Integration Plan Legal Review.** Obtain MAJCOM/NGB legal review during initial concept development of an integration initiative. This preliminary legal review, as captured in the Initiative Review Worksheet (See [Attachment 3](#), Annex A and/or Annex B as appropriate), will address at a minimum the proposed mission, organizational structure, utilization of National Guard and Reserve personnel by category, and fiscal requirements. The MAJCOM/NGB OPR will complete the Total Force Integration Initiative Review Worksheet and forward it to the MAJCOM/NGB Staff Judge Advocate (JA). See paragraphs [3.2.7.1](#) and [3.2.7.1.1](#).

**4.5. The Integration Plan Document – MAJCOM Responsibilities.** (For the purposes of this AFI, the NGB is considered equivalent to a MAJCOM headquarters level organization.) Each potential TFI association initiative will have a lead MAJCOM or an NGB sponsor – an OPR who will accomplish the development of the I-Plan document. The components affected by the initiative will agree on the designation of the lead MAJCOM or NGB organization (an OPR) at the beginning of the integration initiative process. Normally, the lead Integration Plan document development organization will be the component with the Unit Equipped (UE) assets for the integration initiative and will collaborate with the other components/commands participating in the initiative. In most cases, this would be the MAJCOM or component with the host base, mission responsibility and mission assets which form the basis for the association. When MAJCOM to MAJCOM (or NGB) level coordination is complete, to include a MAJCOM/NGB JA review of the document for legal sufficiency, the lead MAJCOM (or NGB) will send the draft Integration Plan to the Air Staff TFI Integration Plan action officer (AF/A8XF) for final coordination by Air Staff functionals and for HAF final review by AF/JA and/or SAF/GC. Once the HAF review of the integration initiative is completed, the AF/A8XF action officer will transmit the coordinated document back to the respective component commanders (or their representatives) for their final approval and signatures. Following MAJCOM level stakeholder approval signatures to the HAF reviewed document, a review of this document will be required biannually or whenever changes impact the nature of the association. These changes include: mission changes for either associated unit; structural adjustments to the RegAF or ARC chains of command; PCR-type changes of personnel composition for either associated unit; and, OCR-type changes to units within either associated unit.

4.5.1. Prior to sending the draft Integration Plan to the Air Staff, the lead MAJCOM/NGB OPR will ensure the document adequately addresses the following:

4.5.1.1. Describes the category of the initiative, its overall purpose, the MAJCOM requirement it supports, how it supports the MAJCOM's long range plan to integrate the force, and the benefits to be achieved by the proposed integration.

**NOTE:**

For Associations that involve Air National Guard units, as a part of the description of the initiative and the unit's mission, a description of the state mission for the Air Guard unit must be stated so that proper equipment (as coordinated with NGB/A4) includes the ability of the unit to meet validated Homeland Defense mission requirements. Association I-Plans, Support Agreements, MOUs and MOAs will provide for the capability and identify the resources required for the ANG unit to respond to Federal Homeland Defense taskings in conjunction with DOC taskings in the new association. I-Plans, Support Agreements, MOUs and MOAs will also

include language to recognize the ANG unit's responsibility to the Governor of the state in responding to domestic emergencies and contingencies

4.5.1.2. Ensures integration initiatives align with Air Force Doctrine and support Air Force CONOPS. This will be accomplished through MAJCOM A3 with DOC statement alignment and/or development.

4.5.1.3. Describes the organizational construct to be implemented, to include command relationships (e.g. operational direction, command and control, administrative command and control, etc.)

4.5.1.4. Develops the required implementation documentation such as Addendums, MOAs or MOUs, Support Agreements (as defined by AFI 25-201), and Programming Plans. For associations that involve ANG units, the development of MOUs/MOAs will be accomplished in collaboration with the respective TAG/Governor. MOAs/MOUs should address chain of command, roles, missions, operational tasking authorities, and procedures to adjudicate differences with regard to Title 10 and Title 32 authorities.

4.5.1.5. Explains the impacts on manpower and personnel of host and associate units that may be caused by relocation, realignment, changes in manpower requirements, and force mix. As a part of the personnel requirements description, the originator will detail the types of manpower categories, by component (i.e. RegAF, active guard reserve (AGR), technician, etc.), that are envisioned in the manning of this new organizational construct.

4.5.1.6. Clearly states training implications to include any production surges required to integrate, as well as changes to production requirements and continuation training requirements post-integration.

4.5.1.7. Determines near-term budget and manpower requirements, long-term programming actions necessary for implementation, and proposed offsets, if investment capital or manpower is required.

4.5.1.8. Analyzes Air and Space Expeditionary Force (AEF) implications (if applicable) to include the units' proposed capability to continue to support their AEF commitments, and recommend any changes required in AEF Unit Type Code (UTC) libraries.

4.5.1.9. Describes the Agile Combat Support, including the Expeditionary Combat Support (ECS), concepts for the affected weapon systems and capabilities.

4.5.1.10. Develops/Identifies Measures of Merit (MoM) to evaluate whether integration initiatives are creating the desired effects. MoMs should measure the specific objectives of the proposed integration as stated in the Integration Plan and also any objectives described in other implementing documents, such as, MOAs, MOUs and Support Agreements. At a minimum, these MoMs should contain operational indicators, and may include but not be limited to: crew ratio, dwell times, absorption rates, utilization (UTE) rates, OPSTEMPO, and PERSTEMPO.

4.5.1.11. Ensures that all initiatives that deal with FOA/DRU issues or operating processes have been properly vetted through those agencies.

**4.6. The Integration Plan Document – Headquarters Air Force Responsibilities.** AF/A8X is the Headquarters Air Force (HAF) directorate responsible for the preparation and coordination of the staffing package for each initiative's Integration Plan. Once MAJCOM coordination is

complete, the lead MAJCOM or NGB POC will send the draft Integration Plan (electronic copy desired) to the AF/A8XF TFI Integration Plan OPR for functional review and final AF/JAA and/or SAF/GCM review. The process to ensure the draft Integration Plan is properly reviewed at the HQ USAF level is as follows:

4.6.1. Each potential TFI initiative will have an AF/A8XF POC. The AF/A8XF POC will:

4.6.1.1. Monitor the staffing/approval progress of the Integration Plan document.

4.6.1.2. Prepare the HQ USAF staff package. As required/applicable, the staffing package will include coordination with AF/A1, AF/A2, AF/A3/5, AF/A4/7, AF/A6, AF/A8, AF/RE, NGB/CF, SAF/XC, SAF/MR, and SAF/FM prior to final review by AF/JAA and/or SAF GCM. If required, the AF/A8XF OPR will re-coordinate the Integration Plan back through the lead MAJCOM/CV or NGB/CF.

4.6.1.3. Ensure the Integration Plan is entered into the Total Force Integration Tracking Tool (TFITT) database (DB) and that the DB is kept current throughout the staffing process and reflects the status of the initiative.

4.6.1.4. Work with the lead MAJCOM OPR and/or component partners as required to resolve any HAF comments or concerns. If required, the AF/A8XF OPR will re-coordinate the Integration Plan back through the lead MAJCOM/CV or NGB/CF.

4.6.2. **Legal Review.** Each Integration Plan will be reviewed for content and legal sufficiency. AF/JAA is responsible for providing the final review for legal sufficiency during Air Staff coordination.

**NOTE:**

Informal reviews by AF/JAA during the coordination process are permissible and recommended; however, the “final draft” must be reviewed before it goes back to the respective component commanders/ representatives for signature/approval. AF/JAA will ensure the Integration Plan document contains the following closing language, “This document has been reviewed by AF/JAA (or, SAF/GCM, if appropriate) and is legally sufficient.”

4.6.3. Once AF/JAA (or, SAF/GCM, if appropriate) has coordinated on the integration initiative, the AF/A8XF POC will transmit the completed package back to the respective component commanders/representatives for signature/approval.

T. MICHAEL MOSELEY, General, USAF  
Chief of Staff

(ACC)

WILLIAM M. FRASER III, General, USAF  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

**(Added-ACC)** AFI 90-1001, *Responsibilities for Total Force Integration*, 29 May 2007

**RELATED STATUTES, POLICIES, DIRECTIVES AND INSTRUCTIONS**

**A1-1.** This policy directive augments and complements AFD 10-3, *Air Reserve Component Forces*, 17 May 2006, and its implementing instruction, AFI 10-301, *Responsibilities of Air Reserve Component Forces* 16 August 2006.

**A1-2.** Functional managers will, in addition to those issuances listed in paragraphs A2-3 and A2-4, consider all relevant guidance documents as they become situationally applicable.

**A1-3.** Governing statutes policies and directives, to include those areas modified by the NDAA of 2007.

**A1-3.1.** 10 U.S.C. §101, §167(b), §8013(b) et seq., §8031(a), §10102, §10110, §10111, §10112, §10113, §10174, §10202, §10216, §10305, §10501, §12301, 12310(b), §12406

**A1-3.2.** 31 U.S.C. §1301(a), §1535.

**A1-3.3.** 32 U.S.C. §102, §109(b), §314(d), §317, §325(a)(2), §328, §502, §709.

**A1-3-4.** Executive Order 12333.

**A1-3.5.** DoD Directives:

A1-3.5.1. DoD Directive 1205.18, *Full-Time Support (FTS) to the Reserve Components*, 25 May 2000. Implemented by AF/RE in AFD 36-21, *Utilization and Classification of Air Force Military Personnel*, 1 April 1998, and AFI 36-2132, *Full-Time Support (FTS) Active Guard Reserve (AGR) Program*, 19 April 2005.

A1-3.5.2. DoD Directive 1225.7, *Reserve Component Facilities Programs and Unit Stationing*, 6 Jun 2001. Implemented by SAF/IE in AFD 32-10, *Installations and Facilities*, 27 March 1995, and AFI 32-1012, *Reserve Component Facilities Program*, 22 July 1994.

A1-3.5.3. DoD Directive 1225.6, *Equipping the Reserve Forces*, 7 April 2005. Implemented by AF/A4/7 in AFD 10-3, *Air Reserve Component Forces*, 17 May 2006, and AFD 10-4, *Operations Planning: Air and Space Expeditionary Force Presence Policy (AEFPP)*, 16 June 2004, as well as AFI 10-301, *Responsibilities of Air Reserve Component Forces* 16 August 2006 and AFI 10-402, *Mobilization Planning*, 1 January 1997.

A1-3.5.4. DoD 5240.1-R, *Activities of DoD Intelligence Components that Affect United States Persons*, December 1982.

**A1-4.** Additional guidance:

A1-4.1. AFD 10-9, *Lead Operating Command Weapons Systems Management*, 13 June 2000.

A1-4.2. AFD 11-2, *Aircraft Rules and Procedures*, 1 April 1997

A1-4.3. AFD 90-10, *Total Force Integration Policy*, 16 June 2006.

A1-4.4. AFI 14-104, *Oversight of Intelligence Activities*, 14 April 2005.

## **A1-5. Authorities**

**A1-5.1. The Secretary of the Air Force.** 10 U.S.C. §8013 et seq. enumerates the various authorities of the Secretary of the Air Force, among other things, to conduct all affairs of the Department of the Air Force, formulate policies and programs, and prescribe regulations.

**A1-5.2. Adjutants General.** 32 U.S.C. §314(d) stipulates that “The adjutant general of each State...shall make such returns and reports as the...Secretary of the Air Force may prescribe....”

**A1-5.3. National Guard Bureau.** 10 U.S.C. §10501(b) states that, “The National Guard Bureau is the channel of communications on all matters pertaining to the National Guard...between the...Department of the Air Force, and the several States.” The Chief of the National Guard Bureau is the principal adviser to the Secretary and Chief of Staff of the Air Force on matters relating to the National Guard, and for Air Force matters is subject to their authority.

**A1-5.4. Air Force Reserve Command.** 10 USC Chapter 1006 Sec. 10174 states that, “The Secretary of the Air Force, with the advice and assistance of the Chief of Staff of the Air Force, shall establish an Air Force Reserve Command. The Air Force Reserve Command shall be operated as a separate command of the Air Force. (b) Commander. - The Chief of Air Force Reserve is the Commander of the Air Force Reserve Command. The commander of the Air Force Reserve Command reports directly to the Chief of Staff of the Air Force. (c) Assignment of Forces. - The Secretary of the Air Force - (1) shall assign to the Air Force Reserve Command all forces of the Air Force Reserve stationed in the continental United States other than forces assigned to the unified combatant command for special operations forces established pursuant to section 167 of this title (see note); and (2) except as otherwise directed by the Secretary of Defense in the case of forces assigned to carry out functions of the Secretary of the Air Force specified in section 8013 of this title, shall assign to the combatant commands all such forces assigned to the Air Force Reserve Command under paragraph (1) in the manner specified by the Secretary of Defense.”

**Note:** Reserve forces in support of US Special Operations Command (USSOCOM), a Unified Combatant Command (UCC), will be managed by Air Force Special Operations Command (AFSOC).

## ***Abbreviations and Acronyms***

**(Added-ACC) I- Plan**— - Implementation Plan

**AF/A1**—Deputy Chief of Staff, Manpower and Personnel

**AF/A2**—Deputy Chief of Staff, Intelligence, Surveillance, and Reconnaissance

**AF/A3/5**—Deputy Chief of Staff, Air, Space, and Information Operations, Plans and Requirements

**AF/A4/7**—Deputy Chief of Staff, Logistics, Installations, and Mission Support

**AF/A8**—Director of Strategic Plans and Programs

**AC**—Active Component

**ACS**—Agile Combat Support

**AD**—Active Duty

**ADCON**—Administrative Control

**AEF**—Air and Space Expeditionary Force

**AF/JA**—The Judge Advocate General of the Air Force

**AFI**—Air Force Instruction

**AFPD**—Air Force Policy Directive

**AFR**—Air Force Reserve

**AFRC**—Air Force Reserve Command

**AGR**—Active Guard and Reserve

**ANG**—Air National Guard

**ARC**—Air Reserve Component

**ART**—Air Reserve Technician

**ART**—Air and Space Expeditionary Force UTC Reporting Tool

**BOS**—Base Operating Support

**BRAC**—Base Realignment and Closure

**(Added-ACC) CAF**— Combat Air Forces

**CCDR**—Combatant Commander

**COCOM**—Combatant Command (Command Authority)

**CONOP**—Concept of Operations

**(Added-ACC) CPS**— Consolidated Planning Schedule

**CSAF**—Chief of Staff of the Air Force

**DIRLAUTH**—Direct Liaison Authorized

**DOC**—Designed Operational Capability

**DOD**—Department of Defense

**DRRS**—Defense Readiness Reporting System

**ERI**—Enroute Readiness Inspection

**FTS**—Full-Time Support

**GOSC**—General Officer Steering Committee

**HAF**—Headquarters Air Force

**HQ USAF**—Headquarters United States Air Force

**(Added-ACC) IMA**— Individual Mobilization Augmentee

**I-Plan**—Integration Plan

**IAW**—In accordance with

**IG**—Inspector General  
**(Added-ACC) IPT**— Integrated Process Team  
**IRW**—Initiative Review Worksheet  
**JA**—Judge Advocate  
**JP**—Joint Publication  
**MAJCOM**—Major Command  
**(Added-ACC) MDS**— Mission Design Series  
**MOA**—Memorandum of Agreement  
**MoM**—Measures of Merit  
**MOU**—Memorandum of Understanding  
**(Added-ACC) MPA**— Military Personnel Appropriation  
**MPF**—Military Personnel Flight  
**(Added-ACC) NAF**— Numbered Air Force  
**NGB**—National Guard Bureau  
**NSI**—Nuclear Surety Inspection  
**O&M**—Operations and Maintenance  
**OCR**—Office of Collateral Responsibility  
**OCR**—Organizational Change Request  
**(Added-ACC) OPCON**— Operational Control  
**OPDIR**—Operational Direction  
**OPSTEMPO**—Operations Tempo  
**OPR**—Office of Primary Responsibility  
**ORI**—Operational Readiness Inspection  
**PAD**—Program Action Directive  
**PCR**—Program Change Request  
**PEM**—Program Element Monitor  
**PERSTEMPO**—Personnel Tempo  
**PMO**—Program Management Office  
**POC**—Point of Contact  
**POM**—Program Objective Memorandum  
**PPBE**—Planning Programming Budgeting and Execution  
**PPlan**—Program Plan

**RCs**—Reserve Components

**RegAF**—Regular Air Force

**(ACC) RegAF**— Regular Air Force

**SA**—Support Agreement

**SAF/FM**—Assistant Secretary of the Air Force for Financial Management and Comptroller

**SAF/GC**—The General Counsel for the Department of the Air Force

**SAF/MR**—Assistant Secretary of the Air Force for Manpower and Reserve Affairs

**SATAF**—Site Activation Task Force

**SECAF**—Secretary of the Air Force

**(Added-ACC) SEI**— Special Experience Identifier

**SORTS**—Status of Resources and Training Systems

**TACON**—Tactical Control

**TAG**—The Adjutant General

**(Added-ACC) TF**— Total Force

**TFI**—Total Force Integration

**TFITT**—Total Force Integration Tracking Tool

**(Added-ACC) TR**— Traditional Reservist

**UCI**—Unit Compliance Inspection

**UCMJ**—Uniform Code of Military Justice

**UE**—Unit Equipped

**(Added-ACC) UMD**— Unit manning Document

**USAF**—United States Air Force

**UTC**—Unit Type Code

**(Added-ACC) UTE**— Utilization

**(Added-ACC) WMP**— War and Mobilization Planning

**(ACC) UTC**— Unit Type Code

### *Terms*

**Activation**—Order to active duty (other than for training) in the Federal service. **(DODD 1235.10)**

**Active Associate**—An ARC unit has principle responsibility for a weapon system which it shares with one or more regular units. Reserve and regular units retain separate organizational structures and chains of command. **(AFDD2)**

**Active Associate**—An integration model where a reserve component unit has principal responsibility for weapon system or systems, which it shares with one or more regular units. Reserve and Regular component units retain separate organizational structures and chains of command. Varying degrees of functional integration based MOUs. (AFPD 90-10)

**Community Basing**—A variation on the Active Associate model where Regular component forces are garrisoned at a reserve component unit location. Support functions traditionally provided on a Regular component installation (housing, medical, commissary, BX, etc) are instead available in the local community. (AFPD 90-10)

**Active Component (AC)**—That portion of the armed forces as identified in annual authorization acts as “active forces,” and in 10 USC 115 as those active-duty personnel paid from funds appropriated for active-duty personnel. (DODI 1215.06)

**Active Duty**—Full-time duty in the active Military Service of the United States. It includes full-time training duty, annual training duty, and attendance, while in active Military Service, at a school designated as a Service school by law and the Secretary of the Military Department concerned. It does not include full-time National Guard duty. At any time, an authority designated by the Secretary concerned may order a member of the RC under his or her jurisdiction to AD or retain the member on AD with the consent of the member under the authority of Sections 12301(d), 12301(h) and 12322 of reference (g). However, a member of the Army National Guard of the United States (ARNGUS) or Air National Guard of the United States (ANGUS) may not be ordered to AD under that authority without the consent of the Governor or other appropriate authority of the State or territory, the Commonwealth of Puerto Rico, or the District of Columbia. For the RC, AD is comprised of the categories ADT and ADOT. (DODI 1215.06)

**Active Duty for Operations Support (formerly known as Active Duty for Special Work)**—Authorized voluntary AD for RC personnel funded through applicable military or Reserve personnel appropriations (ADOS-AC funded or ADOS-RC funded) to support AC or RC programs, respectively. The purpose of ADOS is to provide the necessary skilled manpower assets to support existing or emerging requirements. (DODI 1215.06)

**Active Duty for Training (ADT)**—A category of AD that shall be used to provide structured individual and/or unit training, including on-the-job-training, or educational courses to RC members. Included in the ADT category are annual training (AT), initial ADT (IADT), and other training duty (OTD). The primary purpose of ADT is to provide individual and/or unit readiness training. Support to mission requirements, i.e., operational support, may occur as a consequence of performing ADT. (DODI 1215.06)

**Active Duty Other than for Training (ADOT)**—A category of AD used to provide RC support to either AC or RC missions. It includes the categories of active duty for operational support (ADOS) (formerly active duty for special work (ADSW)), Active Guard and Reserve (AGR) duty, and involuntary AD pursuant to Sections 12301, 12302, and 12304 of reference (g) and Section 712 of reference (h). Training may occur as a consequence of performing ADOT.

**Active Guard and Reserve (AGR)**—National Guard and Reserve members who are on voluntary active duty providing full-time support to National Guard, Reserve, and Active Component organizations for the purpose of organizing, administering, recruiting, instructing, or training the Reserve Components. (JP 1-02)

**Administrative Control (ADCON)**—Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. (JP 1-02)

**Agile Combat Support CONOPS**—ACS CONOPS details the capability to create, protect, and sustain Air and Space Forces across the full range of military operations and provides the foundational, cross-cutting, and distinctive capabilities that enable operational AF CONOPS. The ACS CONOPS promotes highly mobile, technologically superior, robust, responsive, flexible, and fully integrated support for all combat operations. (AFI 10-2801)

**Air Force**—“The Air Force consists of — (1) the Regular Air Force, the Air National Guard of the United States, the Air National Guard while in the service of the United States, and the Air Force Reserve; (2) all persons appointed or enlisted in, or conscripted into, the Air Force without component; and (3) all Air Force units and other Air Force organizations, with their installations and supporting and auxiliary combat, training, administrative, and logistic elements; and all members of the Air Force, including those not assigned to units; necessary to form the basis for a complete and immediate mobilization for the national defense in the event of a national emergency.” (10 USC, Section 8062(d))

**Air Force Reserve (AFR)**—“The Air Force Reserve is a reserve component of the Air Force to provide a reserve for active duty. It consists of the members of the officers' section of the Air Force Reserve and of the enlisted section of the Air Force Reserve. It includes all Reserves of the Air Force who are not members of the Air National Guard of the United States.” (10 USC 1003 sec 10110)

**Air Force Reserve Command (AFRC)**—“(a) Establishment of Command. - The Secretary of the Air Force, with the advice and assistance of the Chief of Staff of the Air Force, shall establish an Air Force Reserve Command. The Air Force Reserve Command shall be operated as a separate command of the Air Force. (b) Commander. - The Chief of Air Force Reserve is the Commander of the Air Force Reserve Command. The commander of the Air Force Reserve Command reports directly to the Chief of Staff of the Air Force. (c) Assignment of Forces. - The Secretary of the Air Force - (1) shall assign to the Air Force Reserve Command all forces of the Air Force Reserve stationed in the continental United States other than forces assigned to the unified combatant command for special operations forces established pursuant to section 167 of this title; and (2) except as otherwise directed by the Secretary of Defense in the case of forces assigned to carry out functions of the Secretary of the Air Force specified in section 8013 of this title, shall assign to the combatant commands all such forces assigned to the Air Force Reserve Command under paragraph (1) in the manner specified by the Secretary of Defense. (10 USC Chapter 1006 Sec. 10174)”

**Air National Guard (ANG)**—“Air National Guard” means that part of the organized militia of the several States and Territories, Puerto Rico, and the District of Columbia, active and inactive, that - (A) is an air force; (B) is trained, and has its officers appointed, under the sixteenth clause of section 8, article I of the Constitution; (C) is organized, armed, and equipped wholly or partly at Federal expense; and (D) is federally recognized. (US Code, Title 32, Section 101 (6) – also, US Code Title 10, section 101 (4)).

**Air National Guard of the United States (ANGUS)**—The reserve component of the Air Force all of whose members are members of the Air National Guard. (US Code, Title 32, Section 101 (7) – also, US Code, Title 10, Section 101 (5)).

**Air Reserve Component (ARC)**—The forces of Air National Guard and the Air Force Reserve Command. Also called ARC. (HQ AFRC, HQ ANG) (AFDD 1-2)

**Air Reserve Components (ARC) Associate**—Two or more ARC units integrate with one retaining principal responsibility for the weapon system. Each unit retains separate organizational structures and chains of command. (AFDD2)

**Air Reserve Components (ARC) Associate**—An integration model where the ARC components integrate two or more ARC units with one component's unit retaining principal responsibility for weapon system or systems, which are shared by all. Each unit retains separate organizational structures and chains of commands. Varying degrees of functional integration are based on MOUs. (paragraph 1.6.3)

**Air Reserve Technician (ART) Also see Military Technician (Dual Status)**—Air Reserve Technicians (ARTs) are federal civil service employees who are hired to ensure stable, continuous management of the part-time Ready Reserve. As a condition of employment, they must be Ready Reservists, training with the units that employ them. ARTs are a nucleus of managers, planners and trainers who have knowledge and expertise to smooth an Air Force Reserve Command unit's transition from a peacetime to a wartime environment. They provide management continuity, equipment maintenance and training support to help keep their units combat ready. Aside from being tasked to perform these duties to include their wartime skills, ARTs in various career fields also perform the unit's full-time mission (e.g., base operations support functions). ARTs who lose their Reserve assignment may be subject to separation from their civil service position. Numerous factors affect such a determination, including the reasons for the loss, the type of position occupied, physical limitations, etc. Different factors apply to different situations and the potential combinations are too numerous to mention here. (AF/REP)

**Annual Training (AT)**—The minimal period of training reserve members (Guard associated with their Reserve (Guard) Component assignment per Joint Publication 1-02)(12 or 14 days for Ready Reserve assignments per AFMAN 36-8001) must perform each year to satisfy the training requirements. Funding for annual tours is obtained through the utilization of Reserve Personnel Appropriation (RPA)/National Guard Personnel Appropriation (NGPA) Man-days for AFRC and ANG personnel respectively. Reservists receive full military benefits during this period IAW AFI 36-8001. It is also called Annual Field Training for Category A Reservists, which is a fifteen day training period in which Reservists are placed on active duty for training purposes.

**Assign**—(DOD, NATO) 1. To place units or personnel in an organization where such placement is relatively permanent, and/or where such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel. 2. To detail individuals to specific duties or functions where such duties or functions are primary and/or relatively permanent. See also attached forces. (JP 1-02)

**Attach**—(DOD) 1. The placement of units or personnel in an organization where such placement is relatively temporary. 2. The detailing of individuals to specific functions where such functions are secondary or relatively temporary, e.g., attached for quarters and rations; attached for flying duty. (JP 1-02)

**Availability**—(DOD) Availability shown in the apportionment tables is based on a unit's capability to start and sustain movement from its normal geographic location (installation or mobilization station). Forward-deployed (in-place) forces are assumed to be available immediately for employment or repositioning. Forces are listed with availability as it pertains to notification day for Active forces, and PSRC and partial mobilization for Reserve forces. (CJCSM 3110.01A/JSCP)

**Civil Service Employee (CIVs)**—Personnel hired pursuant to 5 U.S.C. 3101 to provide administrative support to RC units. They are in the category of FTS to the RCs, but are not part of the Selected Reserve. This category is exclusive of dual-status MTs and NDSTs. (DODI 1215.06)

**Classic Associate**—A regular Air Force unit retains principal responsibility for a weapon system that it shares with one or more ARC units. Administrative control will remain with the respective components. (AFDD2)

**Classic Associate**—An integration model where a Regular Air Force component unit retains principal responsibility for weapon system or systems, which it shares with one or more Reserve Component units. Regular and Reserve component units retain separate organizational structures and chains of command. Varying degrees of functional integration based on MOUs. (AFPD 90-10)

**Command**—1. The authority that a commander in the Armed Forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel. 2. An order given by a commander; that is, the will of the commander expressed for the purpose of bringing about a particular action. 3. A unit or units, an organization, or an area under the command of one individual. See also combatant command; combatant command (command authority). Also called CMD. (JP 1-02)

**Command and Control (Also called C2)**—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. (JP 1-02)

**Command Relationships**—The interrelated responsibilities between commanders, as well as the operational authority exercised by commanders in the chain of command; defined further as combatant command (command authority), operational control, tactical control, or support. (JP 1-02)

**Control**—Authority that may be less than full command exercised by a commander over part of the activities of subordinate or other organizations. (JP 1-02)

**Detailing**—The placement of a member of one service component to another service component to allow that individual to work day-to-day in a squadron commanded by another component commander (e.g., Title 10 working in a Title 32 squadron and vice versa).

**Drill Status Guardsman (DSG)**—Air National Guard officer or enlisted members of the Selected Reserve required to assemble for drill and instruction, including indoor target practice, at least 48 times each year; and participate in training at encampments, maneuvers, outdoor target practice, or other exercises, at least 15 days each year (32 USC 502). DSGs can be activated (voluntarily or involuntarily) to active duty.

**Extended Active Duty (EAD)**—An active duty status (normally for more than 90 days) other than active duty for training or temporary tours of active duty. Personnel on EAD are assigned to an active duty unit, and accountability is against active force strength. (AFMAN 36-8001)

**Direct Liaison Authorized**—That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Direct liaison authorized is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting direct liaison authorized informed. Direct liaison authorized is a coordination relationship, not an authority through which command may be exercised. Also called DIRLAUTH. (JP 1-02)

**Full-time National Guard Duty (FTNGD)**—Training or other duty, other than inactive duty, performed by a member of the ARNGUS or the ANGUS in a member's status as a member of the National Guard of a state or territory, the Commonwealth or Puerto Rico, or the District of Columbia pursuant to Sections. 316, 502, 503, 504, or 505 of reference (i) for which the member is entitled to pay from the United States, or for which the member has waived pay from the United States. FTNGD is active service. (DODI 1215.06)

**Functional Component Command**—(DOD) A command normally, but not necessarily, composed of forces of two or more Military Departments which may be established across the range of military operations to perform particular operational missions that may be of short duration or may extend over a period of time. See also component; Service component command. (JP 1-02)

**Inactive Duty Training (IDT)**—Authorized training performed by members of an RC not on AD or FTNGD, and performed in connection with the prescribed activities of the RC, of which they are a member. It consists of regularly scheduled unit training periods, ATPs, and equivalent training. (DODI 1215.06)

**Integration**—The process of harmonizing the organization of two or more Air Force component units (including Regular Air Force, Guard, and Reserve Components, civilians and contractors) in order to unify training, equipping, supply, recruiting, servicing, mobilizing, demobilizing, administering, maintaining, etc. (AFPD 90-10)

**Lead Agency**—(DOD) Designated among U.S. Government agencies to coordinate the interagency oversight of the day-to-day conduct of an ongoing operation. The lead agency is to chair the interagency working group established to coordinate policy related to a particular operation. The lead agency determines the agenda, ensures cohesion among the agencies and is responsible for implementing decisions. (JP 1-02)

**MACRO Integration Plan**—A MAJCOM to MAJCOM/NGB level plan, crafted and coordinated solely at the MAJCOM level, that identifies a class of Total Force Integration initiatives and sets a strategic direction for this class of initiative, serves both as a basis for the development of an association specific I-Plan addendum and supporting implementation documents, and does not contain unit specific implementation concepts or details.

**Military Personnel Appropriation (MPA) Man-Days [10 USC 12301(d)]**—Support short-term needs of the active force by authorizing mandays annually to non-Extended Active Duty (EAD) officers, NCOs and airmen. These days are offered at the convenience of the government and when there is a temporary need for ARC personnel with unique skills or resources that cannot be economically met in the active force. Pay and allowances for personnel performing man-days is from the MPA account (an active duty account) managed by AF/A1XX. ARC member must volunteer to perform MPA (AFI 36-2619).

**Military Technician (Dual Status)**—A Federal civilian employee who is (a) employed under section 3101 of title 5 or section 709 of title 32 ; (b) required as a condition of that employment to maintain membership in the Selected Reserve; and (c) assigned to a civilian position as a technician in the organizing, administering, instructing, or training of the Selected Reserve/National Guard or in the maintenance and repair of supplies or equipment issued to the Selected Reserve/National Guard or the armed forces. Air Reserve Technicians (ARTs) perform as Category A reservists when in Military Status. All dual status military technicians must be in mobilization positions (excludes National Guard civilian or contract “technicians” hired under 32 U.S.C. and personnel identified as Status Quo) per the Reserve Component 101 Handbook (**10 USC 10216, 5 USC 3101, 32 USC 709, ANGI 36-101 and the OASD (RA) Reserve Component Primer**).

**Mobilization**—The act of assembling and organizing national resources to support national objectives in time of war or other emergencies; the process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the RC and assembling and organizing personnel, supplies, and materiel. Mobilization of the Armed Forces includes, but is not limited to the following categories:

**Selective Mobilization**—Expansion of the active Armed Forces resulting from action by the Congress and/or the President to mobilize RC units, the IRR, and the resources needed to meet the requirements of a military operational mission or specific domestic emergency as prescribed by statute.

**Partial Mobilization**—Expansion of the active Armed Forces resulting from action by the Congress (up to full mobilization) or by the President (not more than 1,000,000 for not more than 24 consecutive months) to mobilize Ready RC units, individual Reservists, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security.

**Presidential Reserve Call-up (PRC) [10 USC 12304]**—If the President determines that it is necessary to augment the active forces for any operational mission, the Service secretary or his designate may order not more than 200,000 of the Select Reserve to active duty (other than for training) for the not more than 365 consecutive days. Up to 30,000 members of the Individual Ready Reserve may be part of the 200,000 Select Reserve total. The President does not have to declare a national emergency but does have to inform Congress. The PRC may be used to cover incidents involving Weapons of Mass Destruction.

**Full Mobilization**—Expansion of the active Armed Forces resulting from action by the Congress and the President to mobilize all RC units in the existing approved force structure, all individual Reservists, retired military personnel, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the

national security. Reserve personnel can be placed on active duty for the duration of the emergency plus 6 months.

**Total Mobilization**—Expansion of the active Armed Forces resulting from action by the Congress and the President to organize and/or generate additional units or personnel beyond the existing force structure, and the resources needed for their support, to meet the total requirements of a war or other national emergency involving an external threat to the national security. (DODD 1235.10 – consistent with JP 1-02)

**NOTE: Refer to current Department of Defense Mobilization/Demobilization policy for additional guidance on mobilization issues.**

**“National Guard”**—means the Army National Guard and the Air National Guard. (USC Title 32, section 101 (3) also, USC Title 10, section 101 (c)(1))

**Non-Dual Status Technicians**—Civilian employees employed by the Department of Defense as technicians but who are not required to maintain military membership in the Selected Reserve. The total number of non-dual status technicians employed by the National Guard may not exceed 1,950. Effective October 1, 2007, the total number of non-dual status technicians employed by the Army Reserve and Air Force Reserve may not exceed 175 (10 USC 10217, 32 USC 709, Reserve Component 101 Handbook).

**Operations Tempo**—The rate at which units of the armed forces are involved in all military activities, including contingency operations, exercises, and training deployments. (US Code Title 10, Chap 23, section 487)

**Operational Control**—Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. When forces are transferred between combatant commands, the command relationship the gaining commander will exercise (and the losing commander will relinquish) over these forces must be specified by the Secretary of Defense. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. Also called OPCON. (JP 1-02)

**Operational Direction**—The authority to designate objectives, assign tasks, and provide the direction necessary to accomplish the mission or operation and ensure unity of effort. Authority for operational direction of one component member over members of another component is obtained by agreements between unit commanders (most often between Title 10 and Title 32 commanders) whereby these component commanders, in an associate organizational structure, issue orders to their subordinates to follow the operational direction of specified/designated

senior members of the other component for the purpose of accomplishing their associated mission.

**NOTE:** “Operational Direction” is not a formally recognized command authority along the lines of OPCON or TACON and should not be used outside the context of this AFI.

**Personnel Tempo (PERSTEMPO)**—Personnel Tempo is a quality of life measurement that measures the amount of time an individual spends away from his or her home station for operational and training purposes which includes TDY and designated dependent-restricted PCS assignments. Individuals serving on designated unaccompanied tours are counted as “deployed” for PERSTEMPO purposes whether they have dependents or not. The desired maximum number of days TDY per person in a 12-month period is 120. (AFPD 36-21)

**PUSH-PULL**—The system used by the Air Force to mobilize IRR, Standby, and Retired members. The Air Force determines in advance the number of individuals, by skill, and tells the Air Force Personnel Center to mobilize those individuals to a technical training location for the purpose of uniform reissue, medical qualification testing, and skills training needs. Once completed, the individuals are reported as available for assignment, and assigned where needed. (AFI 36-2633)

**Regular Air Force (RegAF)**—The Regular Air Force is the component of the Air Force that consists of persons whose continuous service on active duty in both peace and war is contemplated by law, and of retired members of the Regular Air Force. (b) The Regular Air Force includes -- (1) the officers and enlisted members of the Regular Air Force; (2) the professors, registrar, and cadets at the United States Air Force Academy; and (3) the retired officers and enlisted members of the Regular Air Force. (10 USC, Section 8075)

**Reserve Components (RCs)**—The Reserve Components of the U.S. Armed Forces are: the Army National Guard of the United States (ARNGUS), the U.S. Army Reserve (USAR), the U.S. Navy Reserve (USNR), the U.S. Marine Corps Reserve (USMCR), the Air National Guard of the United States (ANGUS), the U.S. Air Force Reserve (USAFR), and the U.S. Coast Guard Reserve (USCGR). (DODI 1215.06)

**Stop Light Chart Definitions:**—

**Red: the mission is in jeopardy and management action must be taken to correct the problem**—Examples of this might be: the process is failed, the document has not been written/staffed, there is no known get well date, or cannot meet established milestones, lack of funding for support, etc.

**Yellow : the job is getting done but there are problems ...however, there is a get well date plus management is monitoring the situation**—Examples might be: data points on a control chart might be headed in the wrong direction, the document is being staffed and is behind schedule, the numbers aren’t right, work-arounds are required, etc.

NOTE: Any yellow or red indicator will require that the MAJCOM (or the responsible command/functional agency) provide an explanation of why things are not green and a get well plan.

**Green: Everything is up and running, no problems, progressing to meet deadlines**—Examples might be: time lines are being met, data is all coming back within limits, documents

have completed the staffing process (or in the case where the timing is not an issue, documents are being produced and are projected to be ready in time for execution of activities). (AF/A8X)

**The Adjutant General (TAG)**—The officer in charge of the National Guard in one of the U.S. states, territories, or District of Columbia. (AF/A8X)

**Total Force**—The US Air Force organizations, units, and individuals that provide the capabilities to support the Department of Defense in implementing the national security strategy. Total Force includes Regular Air Force, Air National Guard of the United States, and Air Force Reserve military personnel, US Air Force military retired members, US Air Force civilian personnel (including foreign national direct- and indirect-hire, as well as non-appropriated fund employees), contractor staff, and host-nation support personnel. (AFDD 1-2)

**Total Force Integration Tracking Tool (TFITT)**—A database created for all TFI initiatives to monitor implementation status of each using a “stop light” dashboard for critical implementation components. This database provides the impetus for all stakeholders to engage in a collaborative process to ensure this single source of initiative data is updated and accurate. (AF/A8X)

**Traditional Reservist (TR)**—A drilling unit member of the Selected Reserve who must participate in at least 48 scheduled drills or training periods during each year and serve on active duty for training of not less than 14 days during each year; or serve on active duty for training not more than 30 days during each year (10 U.S.C. 10143, 10147). TRs can be mobilized (voluntarily or involuntarily) to active duty.

**Unit Training Assembly (UTA)**—An authorized and scheduled period of unit inactive duty training of a prescribed length of time. (JP 1-02)

**Unit Type Code**—A Joint Chiefs of Staff developed and assigned code, consisting of five characters that uniquely identify a “type unit.” (JP 1-02)

**Volunteerism**—The process by which the SECAF places on active duty those ARC members who have volunteered for activation. The ARC structure retains ADCON except for forces attached to the COMAFFOR; the COMAFFOR has specified ADCON over assigned and attached forces. OPCON transfers in accordance with SecDef orders. Volunteerism is usually used as a bridge to expand regular component force capabilities while awaiting legal authority for Presidential Reserve Callup authority. Volunteerism is used to partially offset high regular component operational tempos in the overseas theaters and in CONUS. (AFDD2)

## Attachment 2

## INTEGRATION INITIATIVE COORDINATION RELATIONSHIPS AND PROCESS ROAD MAPS

**NOTE:**

This depiction is intended to show the inter-relationships between the various contributors in the overall Total Force Integration effort. Nothing in this chart is intended to suggest any abrogation of functional responsibilities by Secretariat, Air Staff, MAJCOM, state military department representatives, or components of the units themselves.

Figure A2.1. Integration Initiative Coordination Relationships

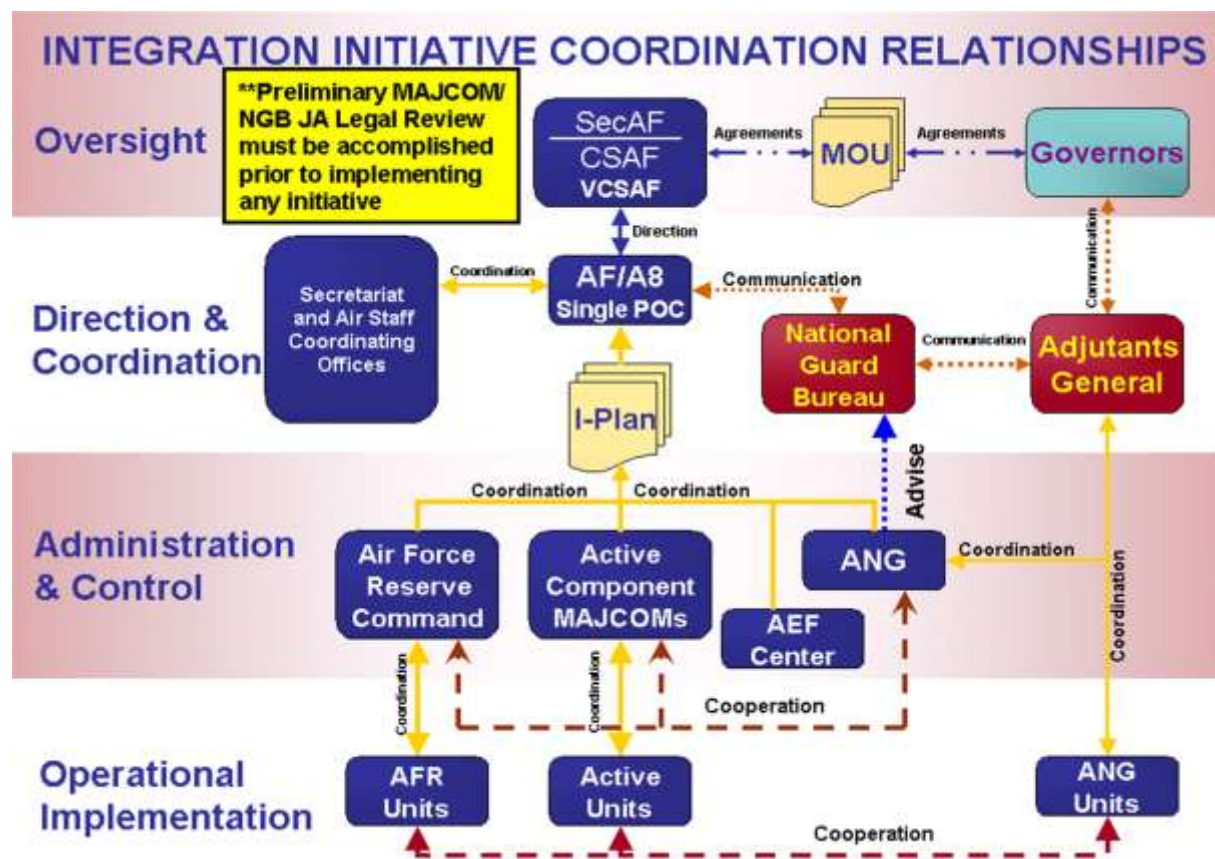
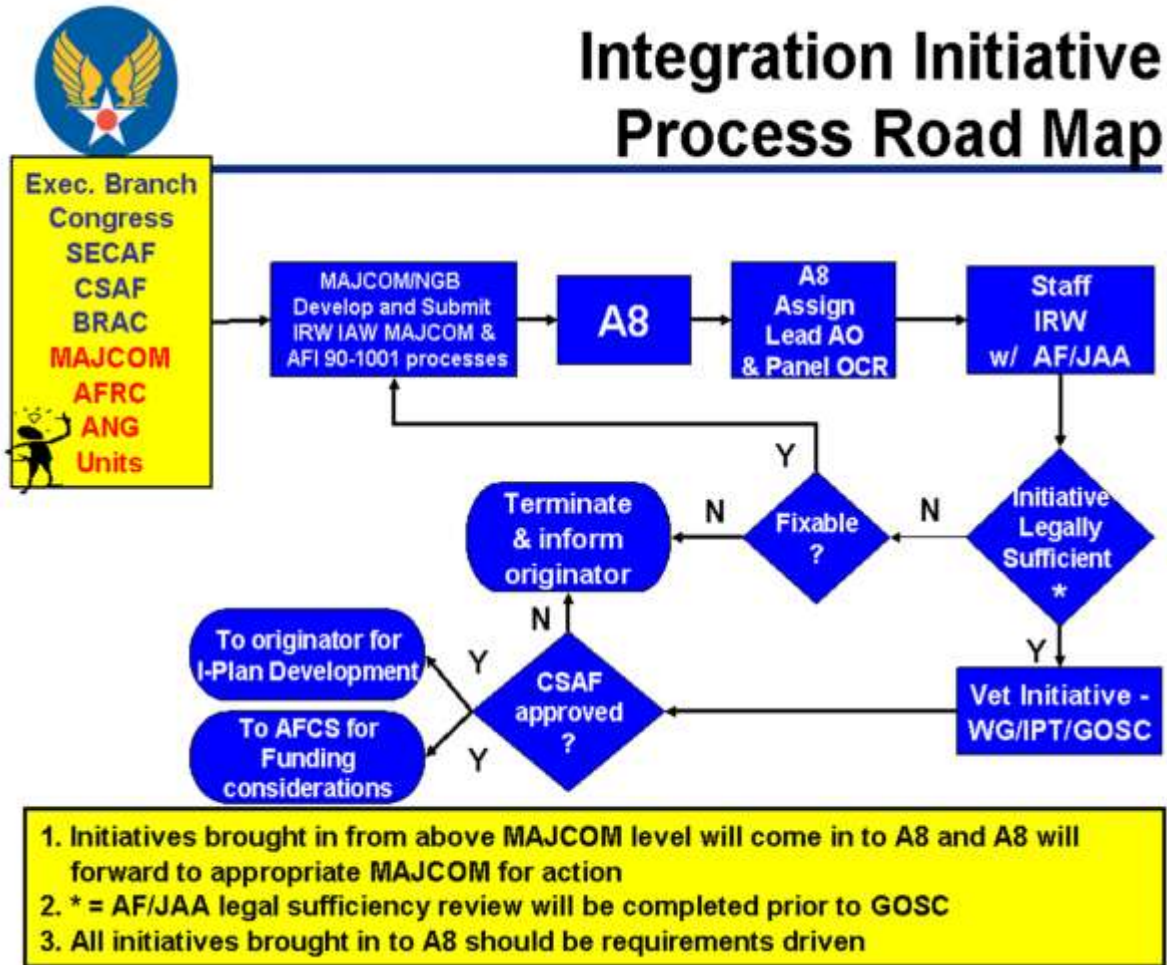


Figure A2.2. Integration Initiative Road Map



**WG:** Working Group

**IPT:** Integrated Process Team

**GOSC:** General Officer Steering Committee

**Integration Initiatives to A8:** Integration initiatives are likely to come from a variety of sources. Those ideas originating from the units should find their way to the MAJCOM/NGB for submission by the MAJCOM/NGB to A8 and must be MAJCOM requirements based. Also, ideas from the Congress or other outside sources are most likely to come to A8 by way of either the SECAF or the CSAF.

**Assign lead A8XF AO and Panel OCR:** Once an Integration Initiative has been identified, an A8XF AO will be assigned lead coordination responsibilities and a Panel OCR will be chosen. At this point, the Panel OCR's only responsibility is to be aware of the fact that there is an initiative that may come in to play that may affect his Panel's POM portfolio.

**Vet Initiative – WG/IPT/GOSC:** The "Vet Initiative" process step includes the transmission of the results of the GOSC deliberations by means of a staff summary sheet with its accompanying background information to the CSAF.

**CSAF Approval:** CSAF approval of initiatives, may occur either by direct communication to A8 to direct MAJCOM efforts required to implement an initiative, or by means of approval of recommendations for initiatives that come to him for approval from the WG/IPT/GOSC vetting. Communication of approved initiatives will be transmitted by A8XF to the originators of the initiative for further implementation actions by the associating parties. CSAF initiative/mission approval is not a substitute for the usual Air Force Corporate Structure (AFCS) process and actual implementation may depend on the outcomes of the AFCS deliberative process.

### Attachment 3

## TOTAL FORCE INTEGRATION INITIATIVE REVIEW WORKSHEETS FOR AIR FORCE RESERVE AND AIR NATIONAL GUARD INTEGRATION INITIATIVES

**Purpose:** This appendix provides the major commands, the Air National Guard, and the Air Force Reserve with a comprehensive Initiative Review Worksheet (IRW) which must be accomplished for each initiative. These Initiative Review Worksheets are designed to be completed by the MAJCOM OPR for an initiative and coordinated through the associating components. They highlight the legally significant aspects of mixed-component associations and require the MAJCOM OPR to address these aspects early in the concept development effort.

**References:** The references for these checklists have already been defined within [Attachment 1](#).

**General: It is mandatory** for one (or possibly both) of these worksheets to be accomplished for each initiative. The completed worksheet is then required to be sent to the MAJCOM OPR JA who will also seek OCR JA(s) concurrence for legal sufficiency. The procedures for IRW JA review are set out in paragraphs [3.2.7.1](#) and [3.2.7.1.1](#) for processing. Each of these worksheets is designed to accomplish two distinct actions. First, each of the worksheets is designed to solicit inputs that will frame and define each individual integration initiative's Integration Plan. Second, each of the worksheets is also structured to provide the users the background legal and regulatory guidance that will help them to successfully develop supporting documentation (i.e. Integration Plan documents, MOUs, MOAs, SAs, PPlans, PADs, etc.). Should you have any comments or recommendations for improvement of these worksheets, please forward your inputs to AF/A8XF. The cognizant OPR within AF/A8XF will forward your inputs to AF/JAA and/or SAF/GCM for consideration. Also, please keep in mind that changes to public law may require revision of these worksheets.

### Appendix A

#### Total Force Integration Initiative Review Worksheet

##### [Plans involving the Air National Guard]

**Designation of this Initiative:** [Specific *ANG Unit and MAJCOM designation. (If a unit designation is not yet available, use some unique identifier that will clearly refer back to the organization in the future.)*]

**Legal Review and Certification to be Accomplished by:** [Specific *MAJCOM/JA from the MAJCOM designated by AF/A8XF as OPR for the initiative*]

(Note: After the worksheet is forwarded to AF/A8XF in accord with paragraph [3.2.7.1.1](#), SAF/GCM or AF/JAA will accomplish final HAF legal review for AF/A8XF.)

**Due Date for Review Certification:** [Date]

#### Instructions:

1. The MAJCOM responsible for I-Plan completes Part 1, General Information, on this

document.

2. Organization responsible for integration plan development completes the applicable sections of Part 2, Integration Plan Development, on this document. (Boxes will “expand” as needed to accommodate the text in each section.)
3. Legal review and certification are performed by the legal office indicated above, on this document. (That office obtains operational review at the same time.)

**NOTE:** The Guiding Principles outlined in this document are based on current law as of January 2007. If you have questions about these principles or how they apply to your particular Integration Plan, please contact your staff judge advocate.

## PART 1. GENERAL INFORMATION

(To be completed by the responsible MAJCOM)

<b>Description of Initiative:</b> (Please describe)
<p style="text-align: center;"><i>[Provide a short description of the Total Force Integration Initiative, here]</i></p> <p><i>Describe, here, the purpose of the initiative and what/whose MAJCOM requirement it is intended to fulfill. (i.e. Purpose of the initiative, background, organizational structure/make-up, desired end state or outcome and who the gaining/beneficiary MAJCOM will be in the event of full mobilization)</i></p>
<b>Mission Statement:</b> (Please describe)
<p style="text-align: center;"><i>[Provide ANG unit mission statement, here.]</i></p>
<b>Measures of Success:</b> (Describe what the measure of success will be for Initial Operating Capability (IOC) and final operating capability (FOC))
<p><i>[Quantify and describe how “success” will be measured at IOC and FOC, including, for example, the number of Primary Aircraft Assigned, crew ratio, capacity, throughput, etc. If the organization will be responsible for multiple missions (e.g., ongoing operational mission and FTU) describe them separately.]</i></p>

## Part 2. Integration Plan Development

### Section I. Chain of Command and Organizational Structures

**[Review the guiding principles in Subsection A, below, and provide the required information in Subsection B consistent with those principles.]**

#### A. Guiding Principles

1. There are separate chains-of-command for Regular Air Force (Title 10) and Air National Guard (ANG) members (Title 32 or State Active Duty (SAD)), with the RegAF chain-of-command flowing from the President of the United States and the ANG chain-of-command flowing from the Governor of the State
2. To achieve functional integration and unity of effort, members of one status (Title 10, Title 32, or SAD) may be ordered by their respective chains of command to accept “operational direction” from members in another chain of command in accordance with a Memorandum of Understanding between the ANG unit and the associated Regular Air Force unit. Any limits on the scope of the direction must be clearly stated in the MOU. (See Section II below)
3. Disciplinary actions, including letters of counseling, letters of admonishment, letters of reprimand, and UCMJ actions, must be accomplished by the member’s own component chain-of-command (if a guardsman is in Title 10 status, the Title 10 chain has authority.). All ANGUS members in Title 10 status will be assigned to the Air National Guard Readiness Center (ANGRC), and attached to the appropriate RegAF unit.
4. Supervisors or commanders from one chain of command cannot take disciplinary action against a member of the other component chain of command, but shall notify the member’s chain-of-command of the disciplinary infraction or other matters requiring redress.
5. Personnel actions must be accomplished by the member’s own component chain-of-command (with inputs from the member’s functional supervisor if a member of another component). Designation of raters for performance reports must be IAW the rules established by the member’s component.
6. When an entire ANG unit is performing in a Title 10 status, it must be assigned to a Title 10 organizational structure. The ANG unit must be attached to a gaining Air Force MAJCOM.

**B. Required Information. (Insert the required information immediately following each numbered item.)**

1. Describe, in detail, the organizational structure of the proposed ANG unit and its relationship with an integrated or associated RegAF unit, if any. (Attach a “wiring diagram”).
2. Describe with specificity the proposed chain-of-command for the ANG unit in Title 32 status,
3. Describe with specificity the proposed chains-of-command for the ANG unit and/or ANG members when performing duty in Title 10 status. [This may require more than one description if the integration plan includes both activation of the entire unit in some circumstances, and of only individual members in other circumstances.]
4. Describe how functional integration will be achieved if an associate unit is proposed and identify what MOUs are necessary to achieve cross-component unity of effort.

**II. Support of Federal Operations or Missions**

**Does the purpose of the unit require the unit, or members of the unit, to perform or support federal operational missions on a routine basis (e.g., day-to-day, or as a regular part of their military activities -- other than unit mobilization)?**

Yes \_\_\_ No \_\_\_

**If yes, review the guiding principles in Subsection A, below, and provide the required information in Subsection B.**

**A. Guiding Principles:**

1. Generally, all Federal missions must be performed in Title 10 status, (absent specific SECDEF authorization for federal nexus missions to be performed in Title 32 status.) (See II.A.4. below for limited exception where performance of the Federal mission is incidental to ANG training.)
2. All training outside the United States and its territories must be accomplished in Title 10 status (absent specific SECDEF authorization for them to be performed in Title 32 status.)
3. The mission of the ANG unit in Title 32 status is to train for their federal mission, not to perform a federal mission. Title 32 activities must be consistent with this *purpose*.
4. ANG members in Title 32 status may support federal operations or missions while training, but that support **must be incidental** to the purpose of training, and consistent with the unit's formalized training program.
5. ANG members may support federal operations or missions undertaken by the members' unit **at the request of the President or SECDEF, as an additional duty**.
6. ANG members who perform a federal mission in Title 10 status must be attached or assigned to a specified organization in Active Duty status that is subject to operational or tactical control of the appropriate combatant command, while performing that mission.
7. Change of status (into and out of Title 10 status) must be accomplished by federal direction, with the specific beginning and end points clearly identified in the federal order.
8. All activities in support of CCCR operations and missions must be performed under the OPCON or TACON of the appropriate CCCR, Air Force Component Commander or Joint Task Force commander.
9. All duty positions that will require the ANG member to be in federal chain of command to accomplish the federal mission must be clearly identified with arrangements in place to accomplish that transition in the appropriate timeframe.
10. If the federal authority elects to use standing orders to place volunteers into Title 10 status to accomplish a federal mission when specific events occur (relying upon 10 U.S.C. 12301(d), sometimes referred to as "self-executing orders), then:
  - a. Authority to issue the standing activation orders must have been obtained from the SECAF and vested in the federal officer issuing the standing activation orders;
  - b. Events that "trigger" when active duty status begins and ends must be clearly defined in those orders by the federal authority;
  - c. ANG members must consent in writing, in advance, to being placed on active duty; and
  - d. The Governor (or his/her designee) must have agreed in advance to the activation (by MOU or otherwise).
11. Accounting procedures must be established to properly account for duty performed in each status and to charge man-hours and related costs to the appropriate Guard or RegAF accounts. [See Section V, below.]

**B. Required Information. (Insert the required information immediately following each numbered item.)**

1. Describe the manner in which ANG members will be used to support federal operations and missions (whether federal support is the purpose or is incidental to a Title 32 purpose), providing details regarding status of individuals at relevant times, the authority for them to be in respective statuses, and methods to ensure individuals are in the appropriate status and that the work they are performing is consistent with that status.
- 2 Explain how all activities performed in Title 32 status are consistent with Title 32 purposes.
3. If standing orders to place volunteers into Title 10 status to accomplish a federal mission when specific events occur (relying upon 10 U.S.C. 12301(d), sometimes referred to as “self-executing orders”) will be used, please describe with specificity how you will implement this aspect with particular attention to the start and end of federal status, and the means of accomplishing each transition.
4. Explain how time in each status will be accounted for, and how appropriate fiscal accounts will be charged.

**III. National Guard Full-Time Support Personnel**

**This section must be completed for all initiatives. Review the guiding principles in Subsection A, below, and provide the required information in Subsection B.**

**A. Guiding Principles**

1. AGR duties/activities must be primarily for the purpose of organizing, administering, recruiting, instructing, and/or training the reserve components.
2. AGR may also perform the following additional duties **to the extent they do not interfere** with performance of the AGR's primary duties listed above:
  - a. Support federal operations or missions undertaken by the members' unit **at the request of the President or SECDEF**
  - b. Support of training operations and training missions assigned in whole or in part to the AGR's unit to the extent such training occurs in the United States, Puerto Rico or U.S. possessions and is for RegAF military, foreign military, DoD contractor personnel or DoD civilian employees.
3. Technician duties/activities must primarily be administering, organizing, instructing and/or training the National Guard, or maintaining and repairing military supplies.
4. Technicians may also perform the following additional duties **to the extent they do not interfere** with performance of the technician's primary duties listed above:
  - a. Support federal operations or missions undertaken by the technician's unit **at the request of the President or SECDEF**
  - b. Support of training operations and training missions assigned in whole or in part to the technician's unit to the extent such training occurs in the United States, Puerto Rico or U.S. possessions and is for RegAF military, foreign military, DoD contractor personnel or DoD civilian employees.
5. The number (and proportion to other organization personnel) of full-time support personnel (FTS) (AGRs and Technicians) must be consistent with principles #1 through #4, above.

**B. Required Information. (Insert the required information immediately following each numbered item.)**

1. Describe the mix of AGRs, technicians, and drill status guardsmen.

Describe any duties to be performed by FTS personnel which are not to directly organize, administer the *National Guard*, or train *guardsmen*, or maintain federal military supplies or equipment.

If the proportion of AGRs and technicians is greater than normal (usually not significantly in excess of 30 percent of unit total strength), explain how this is consistent with the guiding principles outlined in Subsection A.

**IV. National Guard Training of Other Components**

**Will the unit be training individuals other than ANG personnel?**

Yes \_\_ No \_\_

**If yes, please review the guiding principles in Subsection A, below, and provide the requested information in Subsection B.****A. Guiding Principles**

1. AGRs and Technicians may support of training operations and training missions assigned in whole or in part to the member's unit to the extent such training occurs in the United States, Puerto Rico or U.S. possessions and is for RegAF military, foreign military, DoD contractor personnel or DoD civilian employees. AGRs and Technicians may only perform such duties to the extent they do not interfere with performance of their primary duties described in Section III.A.1. and 3, respectively.
2. Other circumstances that justify the use of AGRs and Technicians to train personnel from outside their own components include:
  - a. The ANG unit DOC statement or mission essential tasking includes the formal training of other component members as a wartime tasking, and the training of other component personnel is necessary for the AGRs and technicians to maintain their own wartime skills.
  - b. The training of other component personnel is incidental to other authorized activities (e.g., training provided in the course of, and incidental to, a scheduled proficiency or currency mission).
  - c. The training of other component personnel is incidental to the training of ANG personnel, and the numbers of RegAF or Reserve personnel trained are not disproportionate to numbers of guardsmen trained.
3. The training of other component personnel by Drill Status Guardsmen (DSG) must be in conjunction with, or as part of, their own proficiency, currency, or qualification training, or in support of federal training operations and missions assigned in whole or in part to the member's unit by the Secretary of the Air Force.

**B. Required Information. (Insert the required information immediately following each numbered or lettered item.)**

1. If the unit provides formal training, provide the estimated ratio of instructors from each component (ANG, AFR, RegAF) and the estimated ratio of students from each component. [Note: For these purposes, training of foreign students or civilians should be attributable to the component (RegAF or AFR) requesting the training.]
2. If ANG members will provide training to RegAF or AFR members either incidental to training other ANG members or incidental to other authorized activities, describe:
  - a. The type of training that will be provided;
  - b. The circumstances under which the training will be provided; and,
  - c. The safeguards to ensure training is only provided on an incidental basis.

**. Fiscal Considerations Generally (See specifics above)**

**Does Section II (Operational Activities and Support of Operations or Missions) and/or Section IV (National Guard Training of Other Components), above, apply to your initiative?**

Yes \_\_\_ No \_\_\_

**If yes, review the guiding principles in Subsection A, below, and provide the requested information in Subsection B.**

**A. Guiding Principles**

1. Funding sources for activities must be consistent with the purpose of the activity, and ANG funds should not be expended to support an RegAF mission (See limited exception in II.A.4. above where performance of the RegAF mission is incidental to ANG training or in III.A.2. and 4 above where Guard may support federal training missions and operations).
2. Congress appropriates certain personnel and operations and maintenance (O&M) funds expressly for the ANG, and those funds must be used to support the ANG.
3. Sufficient fiscal safeguards must exist to ensure ANG appropriations are used to support authorized ANG functions, and not diverted to augment RegAF or AFR appropriations for federal operations and missions. Fiscal concerns *may* be raised by:
  - a. The use of AGR and technicians in Title 32 status to support federal operations and missions without proper justification;
  - b. The use of ANG O&M funds to support federal operations and missions (unless properly accounted for and reimbursed from RegAF or AFR appropriations or otherwise incidental to authorized ANG activities).
4. When ANG members perform federal duty in Title 10 status, adequate fiscal procedures must exist to account for the number of man-hours expended in Title 10 status and ensure payment for those man-hours from Military Personnel Appropriations (i.e., RegAF appropriations). This can be accomplished through:
  - a. Publication of individual Title 10 orders providing appropriate fund cites; or
  - b. An aggregate reimbursement process (accounting for individual hours and periodic reconciliation/reimbursement of Guard funds from Title 10 funds).
5. When ANG and RegAF units participate together in activities that mutually benefit one another and the expenditure of funds by each unit is proportional to the respective benefits each organization receives, then reimbursement is generally not required (but a record of the decision process, and authority making the decision, should be made.)

**B. Required Information. (Insert the required information immediately following each numbered or lettered item.)**

1. Please describe the procedures that will be used to **account for** costs and **charge** costs to the proper appropriations, including, but not limited to:
  - a. The number of man hours ANG members perform duty in Title 10 status;
  - b. ANG resources (e.g., flying hours/fuel, materials, etc) expended in support of federal operations and missions; and,
  - c. The incremental increase in ANG resources expended (man hours and other costs) related to training RegAF and AFR members or supporting federal operations or missions (if not done incidental to training or authorized ANG activities).
2. If reimbursement is not required because the expenditure of ANG resources in support of federal operations or missions is proportional to the reciprocal benefit received by the ANG unit, incidental to ANG training, or otherwise authorized to be performed in Title 32 status, describe in detail the underlying arrangements, rationale, and safeguards to ensure ANG resources are properly used.
3. For associate units, identify the organization(s) that will be responsible for programming for shared resources (e.g., flying hours) and how costs will be shared/reimbursed.

**VI. Intelligence Activities** (applicable to foreign intelligence and counter intelligence activities, including training)

**Will the unit be involved in intelligence collection, analysis, storage, or distribution?**

Yes \_\_\_ No \_\_\_

**If yes, review the guiding principles in Subsection A, below, and provide the required information in Subsection B.**

**A. Guiding Principles**

1. All intelligence activities involving federal missions, including training for federal intelligence missions, and all personnel involved with such activities, are subject to federal intelligence oversight rules, *regardless of the duty status of the individual or organization* (e.g., Title 10 or Title 32.) See DoD 5240.1, DoD 5240.1R and AFI 14-104. Oversight rules apply to all aspects of acquisition, collection, retention, protection, and dissemination of intelligence information, and include information acquired during the course of ISR training activities, including intelligence analysis products resulting from training activities.
2. Operational intelligence activities may only be performed in Title 10 status.
3. Intelligence products developed for the purpose of Title 32 training may be used by the federal intelligence community generally.
4. No information that is acquired through federal intelligence activities may move from federal activities to state activities by any means other than established federal procedures for information sharing between the federal government and state governments. (I.e., intelligence information acquired during the course of a federal mission, or used in the course of training in a Title 32 status, may not be accessed or used by individuals in a state active duty status unless such dissemination is authorized and conducted in the same manner required for dissemination from a federal activity to any other state organization).
5. All intelligence activities involving federal missions, federally acquired intelligence, and all personnel involved with them, are subject to USAF (including NGB) and DoD inspection, regardless of duty status.

**B. Required Information. (Insert the required information immediately following each numbered item.)**

Identify which superior federal organization will be responsible for intelligence oversight compliance of your unit.

2. Describe how the unit will comply with initial intelligence oversight training requirements.

**Legal and Operational Review Certification:**

Please note the portion of the heading of this document that indicates whether HAF or MAJCOM legal and operational reviews are required before beginning integration plan implementation. Regardless of the level indicated in the heading, HAF review is required whenever significant policy or unresolved legal implications arise. Certified reviews accomplished at MAJCOM level will be forwarded to AF/A8XF, as will documentation requiring HAF level review. Legal issues encountered during preparation of this document may be referred to AF/JAA, which will

coordinate with SAF/GCM. Certification by the respective legal authority indicates that necessary operational reviews have been accomplished at the appropriate level as well.

**Certification:** I certify that I have reviewed this document for legal sufficiency of the concepts described and that it is my opinion that they can be implemented in compliance with applicable law. Further, I certify that all necessary operational reviews have been accomplished and that the relevant A3/5 and/or A8 do not object to the concepts described herein. (**Note:** MAJCOMs may elect to obtain a second signature from the MAJCOM proponent director, if desired, in lieu of a JA certification of an operational review. Should a MAJCOM prefer to add a proponent director signature, the MAJCOM/JA signature will still be required to indicate a completed legal review of the initiative's operational concepts.)

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[MAJCOM SJA or authorized Representative]

## Appendix B

### Total Force Integration Initiative Review Worksheet

[Plans involving the Air Force Reserve]

**Designation of this Integration Plan:** [Specific *AFRC Unit and MAJCOM designation. (If a unit designation is not yet available, use some unique identifier that will clearly refer back to the organization in the future.)*]

**Legal Review and Certification to be Accomplished by:** [Specific *MAJCOM/JA from the MAJCOM designated by AF/A8XF as OPR for the initiative*]

(**Note:** After the worksheet is forwarded to AF/A8XF in accord with paragraph 3.2.7.1.1, SAF/GCM or AF/JAA will accomplish final HAF legal review for AF/A8XF.)

**Due Date for Review Certification:** [Date]

#### Instructions:

1. The MAJCOM responsible for I-Plan completes Part 1, General Information, on this document.
2. Organization responsible for integration plan development completes the applicable sections of Part 2, Integration Plan Development, on this document. (Boxes will “expand” as needed to accommodate the text in each section.)
3. Legal review and certification are performed by the legal office indicated above, on this document. (That office obtains operational review at the same time.)

**NOTE:** The Guiding Principles outlined in this document are based on current law as of January 2007. If you have questions about these principles or how they apply to your

particular Integration Plan, please contact your staff judge advocate.

## PART 1. GENERAL INFORMATION

(To be completed by the responsible MAJCOM)

### Description of Integration Plan: (Please describe)

***[Provide a short description of the Total Force Integration Initiative, here]***

*Describe, here, the purpose of the initiative and what/whose MAJCOM requirement it is intended to fulfill. (i.e. Purpose of the initiative, background, organizational structure/make-up, desired end state or outcome and who the gaining/beneficiary MAJCOM will be in the event of full mobilization)*

### Mission Statement: (Please describe)

*[Provide AFRC unit mission statement, here.] [In doing so keep in mind that Reserve integration is for the primary purpose of preparing the Reserve to perform its assigned USAF mission(s) when in an active duty status. While there is incidental mutual advantage to all components involved with integration, the routine accomplishment of the mission of the RegAF component is not the primary purpose of Reserve participation. In addition, a principal function of any unit is to provide command and administrative functions for their respective component personnel.]*

### Measures of Success: (Describe what the measure of success will be for Initial Operating Capability (IOC) and final operating capability (FOC))

***[Quantify and describe how “success” will be measured at IOC and FOC, including, for example, the number of Primary Aircraft Assigned, crew ratio, capacity, throughput, etc. If the organization will be responsible for multiple missions (e.g., ongoing operational mission and FTU) describe them separately.]***

## Part 2. Integration Plan Development

### Section I. Chain of Command and Organizational Structures

**[Review the guiding principles in Subsection A, below, and provide the required information in Subsection B consistent with those principles.]**

### A. Guiding Principles

1. AFRC and RegAF units and personnel fall under a federal chain-of-command that flows from the President of the United States to each individual. Consequently, AFRC and RegAF officers may give lawful orders to personnel from either component when both the officer and personnel are in a duty status.
2. All Air Force Reserve within the United States (except those assigned to SOCOM) must be assigned to the Air Force Reserve Command (AFRC); however, upon full mobilization, AFRC units will be assigned to the gaining RegAF MAJCOM.
3. When AFRC personnel are **attached** to a RegAF unit, the RegAF unit to which they are **attached** will have **specified ADCON**, including, but not limited to, disciplinary and UCMJ authority. Specified ADCON responsibilities will be set forth in a Memorandum of Understanding. The AFRC unit to which the personnel are **assigned** will have full ADCON, including concurrent disciplinary authority.
4. In situations where AFRC and RegAF units are associated with one another (not attached), each unit will maintain its separate AFRC or RegAF chain-of-command, respectively. The following principles apply when personnel from AFRC and RegAF units are functionally integrated with one another:
  - a. To achieve functional integration and unity of effort, AFRC and RegAF personnel may be ordered by their respective chains of command to accept “operational direction” and commands from personnel in the other chain of command in accordance with a Memorandum of Understanding between the AFRC unit and the associated RegAF unit. Any limits on the scope of the direction must be clearly stated in the MOU. (See Section II below)
  - b. AFRC and RegAF commanders, supervisors, and other persons in authority can issue administrative counselings, admonitions, and reprimands to personnel from either component.
  - c. UCMJ actions and initiation of Unfavorable Information Files (UIF) must generally be accomplished by the member’s own chain-of-command.
  - d. The member’s own component chain-of-command must accomplish personnel actions for the member (with inputs from the member’s functional supervisor if the supervisor is a member of another component). Designation of raters for performance reports must be IAW the rules established by the member’s component.

**B. Required Information. (Insert the required information immediately following each numbered item.)**

1. Describe, in detail, the organizational structure of the proposed AFRC unit and its relationship with an integrated or associated RegAF unit, if any. (Attach a “wiring diagram”).
2. Describe with specificity the proposed chain-of-command for the AFRC unit.
3. Describe how functional integration will be achieved if an integrated unit is proposed and identify what MOUs are necessary to achieve cross-component unity of effort.

**II. Support of Federal Operations or Missions**

**Does the purpose of the unit require the unit, or members of the unit, to perform or support operational missions on a routine basis (e.g., day-to-day, or as a regular part of their military activities -- other than unit mobilization)?**

Yes \_\_\_ No \_\_\_

**If yes, review the guiding principles in Subsection A, below, and provide the required information in Subsection B.**

**A. Guiding Principles:**

1. The mission of the AFRC unit is to train for, support, and perform the federal operations and missions assigned to it. The proper source of funding (e.g., Reserve Personnel Appropriations v. Military Personnel Appropriations) may change depending upon whether the AFRC unit and its personnel are training for their operational mission or actually supporting or performing the operational mission.
2. AFRC members may support or perform federal operations or missions without using RegAF appropriations if those activities are legitimately done for training purposes and consistent with the unit's formalized training program. (See Section III, *AFRC Full-Time Support Personnel*, for specific information on the use of AGRs and ARTs)
3. Pursuant to SECAF approval, AFRC members may support operations or missions assigned in whole or in part to the reserve components, as an additional duty.
4. All activities in support of combatant command operations and missions must be performed under the OPCON or TACON of the appropriate CCDR, Air Force Component Commander or Joint Task Force commander.
5. AFRC members who perform an operational mission must be attached or assigned to a specified RegAF organization that is subject to OPCON or TACON of the appropriate CCDR, while performing that mission.
6. Accounting procedures must be established to properly account for man-hours and related costs expended in support or performance of operational missions (if not incidental to training) and to charge those costs to the appropriate AFRC or RegAF accounts. [See Section V, below.]

**B. Required Information. (Insert the required information immediately following each numbered item.)**

1. Describe the manner in which AFRC members will be used to support or perform federal operations and missions (including an explanation as to whether the primary purpose of AFRC members' activities is to support or perform federal operations and missions, or whether the support/performance is incidental to training).
2. When AFRC members are supporting combatant command operations and missions, identify the RegAF organization to which they will be attached and the operational chain-of-command.
3. Explain how time spent in support of federal operations and missions (if not incidental to training) will be accounted for, and how appropriate fiscal accounts will be charged.

**III. AFRC Full-Time Support Personnel**

**This section must be completed for all initiatives. Review the guiding principles in Subsection A, below, and provide the required information in Subsection B.**

**A. Guiding Principles**

1. A Reserve AGR's primary duties are organizing, administering, recruiting, instructing, and/or training the reserve components.
2. A Reserve AGR may also perform the following additional duties to the extent that the performance of those duties does not interfere with the performance of the AGR's primary duties listed above.
  - a. Support operations or missions assigned in whole or in part to the reserve components or to mixed-component units, including joint units;
  - b. Instruct or train military, foreign military, DoD contractor personnel or DoD civilian employees in the United States, Puerto Rico or U.S. possessions.
3. Air Reserve Technician (ART) primary duties are administering, instructing, or training the reserves, or maintaining and repairing military supplies or equipment.
4. ARTs may also perform the following additional duties to the extent that the performance of those duties does not interfere with the performance of the ART's primary duties listed above.
  - a. Support operations or missions assigned in whole or in part to the technicians unit, or to mixed-component units, including joint units, that include the technicians unit;
  - b. Instruct or train military, foreign military, DoD contractor personnel or DoD civilian employees in the United States, Puerto Rico or U.S. possessions.
5. The number (and proportion to other organization personnel) of full-time support personnel (FTS) (AGRs and ARTs) must be consistent with principles #1 and 2, above.

**B. Required Information. (Insert the required information immediately following each numbered item.)**

1. Describe the mix of AGRs, ARTs, and traditional reservists.
2. Describe any duties to be performed by FTS personnel that do not directly involve organizing or administering the reserves, train reservists, or maintaining federal military supplies or equipment.
3. Use of FTS for a specific integration function should generally be in the same proportion as has historically been the case for similar functions performed by the Reserve. While initial standup of a particular function may require a higher proportion of full-time personnel while the function is established and the initial cadre of participating personnel are trained, integration will be planned and executed to achieve the targeted proportions as soon as feasible. If the proportion of FTS is greater than historical proportions, explain how this is consistent with the guiding principles outlined in Subsection A, and include justification for the departure from historical proportions.

**IV. AFRC Training of Other Components**

**Will the AFRC unit be training individuals other than AFRC personnel?**

**Yes \_\_\_ No \_\_\_**

**If yes, please review the guiding principles in Subsection A, below, and provide the requested information in Subsection B.**

**A. Guiding Principles**

1. AGRs and ARTs may instruct or train RegAF military, foreign military, DoD contractor personnel or DoD civilian employees in the United States, Puerto Rico or U.S. possessions, as additional duties to the extent that the performance of those duties does not interfere with the performance of their primary duties described above in Section III, A.1. and 3, respectively.
2. Other circumstances that justify the use of AGRs, ARTs, and traditional reservists to train personnel from outside their own components include:
  - a. The AFRC unit DOC statement, Mission Directive, or mission essential tasking includes the formal training of other component members as a wartime tasking, and the training of other component personnel is necessary for the AGRs and ARTs to maintain their own wartime skills.
  - b. The training of other component personnel is incidental to other authorized activities (e.g., training provided in the course of, and incidental to, a scheduled proficiency or currency mission).
  - c. The training of other component personnel is incidental to the training of AFRC personnel, and the numbers of RegAF or ANG personnel trained are not disproportionate to numbers of Reservists trained.
3. The training of other component personnel by traditional Reservists must be in conjunction with, or as part of, their own proficiency, currency, or qualification training, or in support of federal training operations and missions assigned in whole or in part to the member's unit by the Secretary of the Air Force.

**B. Required Information. (Insert the required information immediately following each numbered or lettered item.)**

1. If the unit provides formal training, provide the estimated ratio of instructors from each component (ANG, AFRC, RegAF) and the estimated ratio of students from each component. [Note: For these purposes, training of foreign students or civilians should be attributable to the component (RegAF or AFRC) requesting the training.]
2. If AFRC members will provide training to RegAF or ANG members either incidental to training other AFRC members or incidental to other authorized activities, describe:
  - a. The type of training that will be provided;
  - b. The circumstances under which the training will be provided; and,
  - c. The safeguards to ensure training is only provided on an incidental basis (or if AGRs will be supporting the unit's mission by training other component personnel, describe how this training supports the unit mission and does not interfere with the AGRs' primary duties).

## V. Fiscal Considerations Generally (See specifics above)

Does Section II (Operational Activities and Support of Operations or Missions) and/or Section IV (AFRC Training of Other Components), above, apply to your initiative?

Yes \_\_\_ No \_\_\_

If yes, review the guiding principles in Subsection A, below, and provide the requested information in Subsection B.

### A. Guiding Principles

1. Funding sources for activities must be consistent with the purpose of the activity, and AFRC funds should not be expended to support an RegAF mission (See limited exception in II.A.2. above where performance of the RegAF mission is incidental to AFRC training or in III.A.2. and 4 above where AFRC may support federal training missions and operations).
2. Congress appropriates certain personnel and operations and maintenance (O&M) funds expressly for AFRC, and those funds must be used to support AFRC.
3. Sufficient fiscal safeguards must exist to ensure AFRC appropriations are used to support authorized AFRC functions, and not diverted to augment RegAF appropriations for federal operations and missions. Fiscal concerns *may* be raised by:
  - a. The use of AGRs and ARTs to support federal operations and missions without proper justification;
  - b. The use of AFRC O&M funds to support federal operations and missions (unless properly accounted for and reimbursed from RegAF appropriations or otherwise incidental to AFRC activities).
4. When AFRC members support or perform operations and missions, adequate fiscal procedures must exist to account for the number of man-hours expended on those operations and missions (if not done incidental to training or other authorized AFRC activities) and ensure payment for those man-hours from Military Personnel Appropriations (i.e., RegAF appropriations). This can be accomplished through:
  - a. Publication of individual orders providing appropriate fund cites; or
  - b. An aggregate reimbursement process (accounting for individual hours and periodic reconciliation/reimbursement of AFRC funds from RegAF funds).
5. When AFRC and RegAF units participate together in activities that mutually benefit one another and the expenditure of funds by each unit is proportional to the respective benefits each organization receives, then reimbursement is generally not required (but a record of the decision process, and authority making the decision, should be made).

**B. Required Information. (Insert the required information immediately following each numbered or lettered item.)**

1. Please describe the procedures that will be used to **account for** costs and **charge** costs to the proper appropriations, including, but not limited to:
  - a. The number of man hours AFRC members support or perform federal operations or missions (if not done incidental to training or authorized AFRC activities);
  - b. AFRC resources (e.g., flying hours/fuel, materials, etc) expended in support of federal operations and missions (if not done incidental to training or authorized AFRC activities); and,
  - c. The incremental increase in AFRC resources expended (man hours and other costs) related to training RegAF or supporting federal operations or missions.
2. If reimbursement is not required because the expenditure of AFRC resources in support of federal operations or missions is proportional to the reciprocal benefit received by the RegAF unit, incidental to AFRC training, or otherwise authorized to be performed by AFRC personnel, describe in detail the underlying arrangements, rationale, and safeguards to ensure AFRC resources are properly used.
3. For associate units, identify the organization(s) that will be responsible for programming for shared resources (e.g., flying hours) and how costs will be shared/reimbursed.

**VI. Intelligence Activities** (applicable to foreign intelligence and counter intelligence activities, including training)

**Will the unit be involved in intelligence collection, analysis, storage, or distribution?**

Yes \_\_\_ No \_\_\_

**If yes, review the guiding principles in Subsection A, below, and provide the required information in Subsection B.**

**A. Guiding Principles**

1. All intelligence activities involving operational missions, including training for federal intelligence missions, and all personnel involved with such activities, are subject to federal intelligence oversight rules (see DoD 5240.1, DoD 5240.1R and AFI 14-104). Oversight rules apply to all aspects of acquisition, collection, retention, protection, and dissemination of intelligence information, and include information acquired during the course of ISR training activities, including intelligence analysis products resulting from training activities.
2. Intelligence products developed for the purpose of training may be used by the federal intelligence community generally.
3. No information that is acquired through federal intelligence activities may move from federal activities to state activities by any means other than established federal procedures for information sharing between the federal government and state governments. (I.e., intelligence information acquired during the course of an operational mission, or used in the course of training, may not be accessed or used by individuals in a state active duty status unless such dissemination is authorized and conducted in the same manner required for dissemination from a federal activity to any other state organization).
4. All intelligence activities involving operational missions, federally acquired intelligence, and all personnel involved with them, are subject to USAF and DoD inspection, regardless of duty status.

**B. Required Information. (Insert the required information immediately following each numbered item.)**

1. Identify which superior organization will be responsible for intelligence oversight compliance of your unit.
2. Describe how the unit will comply with initial intelligence oversight training requirements.

**Legal and Operational Review Certification:**

Please note the portion of the heading of this document that indicates whether HAF or MAJCOM legal and operational reviews are required before beginning integration plan implementation. Regardless of the level indicated in the heading, HAF review is required whenever significant policy or unresolved legal implications arise. Certified reviews accomplished at MAJCOM level will be forwarded to AF/A8XF, as will documentation requiring HAF level review. Legal issues encountered during preparation of this document may be referred to AF/JAA, which will coordinate with SAF/GCM. Certification by the respective legal authority indicates that necessary operational reviews have been accomplished at the appropriate level as well.

**Certification:** I certify that I have reviewed this document for legal sufficiency of the concepts described and that it is my opinion that they can be implemented in compliance with applicable law. Further, I certify that all necessary operational reviews have been accomplished and that the relevant A3/5 and/or A8 do not object to the concepts described herein. (**Note:** MAJCOMs may

elect to obtain a second signature from the MAJCOM proponent director, if desired, in lieu of a JA certification of an operational review. Should a MAJCOM prefer to add a proponent director signature, the MAJCOM/JA signature will still be required to indicate a completed legal review of the initiative's operational concepts.)

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[MAJCOM SJA, or authorized Representative]

#### Attachment 4

### AIR NATIONAL GUARD, TITLE 10, AND TITLE 32 COMMAND ARRANGEMENTS/ARCHITECTURE.

**Command Arrangements/Architecture.** The on-going requirement for an unbroken Title 10 chain of command in the execution of federal operational mission(s) requires individuals directly involved in *execution* of the mission, to include command and control of Title 10 operational missions (e.g., missions involving intelligence collection and weapons employment), to be in a Title 10 status, assigned to a Title 10 organization, and, attached to a unit in the chain of command of the Combatant Commander (CCDR) responsible for the operation or mission. To satisfy these requirements individuals directly involved in the execution, or command and control of Title 10 operational missions will be activated and assigned to the ANG Readiness Center, and attached to a designated air expeditionary squadron/unit under command of the CCDR for which an operational mission is performed for the duration of the mission. MOUs/MOAs will specify the conditions under which and when Title 32 members will be activated into Title 10 status and when they revert to Title 32 status.

Discussion of Operation Direction (OPDIR). Within the framework of Regular Component/Reserve Component Associations, there will be a need to maintain a unity of effort in the accomplishment of the mission(s) of the host and associate units. Since the law does not allow for the Total Integration of command structures and/or organizations with a single UMD, there needs to be some mechanism where a functionally integrated activity has a single person to exercise supervisory direction over all personnel assigned or detailed to work within that functional area. This mechanism for unity of effort is achieved by means of the concept of Operational Direction.

"Operational Direction" is a concept used to describe the authority exercised by commanders and supervisors from one component within host and associate units. It has aspects similar to "Coordinating Authority" such as unity of effort. It is not a command authority and does not, in particular, convey Uniform Code of Military Justice (UCMJ) authority or administrative control over personnel from another component. "Operational Direction" is defined as "the authority to designate objectives, assign tasks, and provide the direction necessary to accomplish the mission or operation and ensure unity of effort. Authority for operational direction of one component member over members of another component is obtained by agreements between component unit commanders (most often between Title 10 and Title 32 commanders) whereby these component commanders, in an associate organizational structure, issue orders to their subordinates to follow the operational direction of specified/designated senior members of the other component for the purpose of accomplishing their associated mission." For example, if the senior person in an engine shop is a Guard member in Title 32 status, the Regular Air Force and/or Air Force Reserve Command Title 10 members assigned, attached, or detailed to that section would be given an order by their respective Regular Air Force or Air Force Reserve Command Title 10 commander to follow the operational direction of the specified senior Title 32 Guardsman. Likewise, if the specified senior person in an engine shop is a Regular Air Force or Air Force Reserve Command Title 10 member, the Title 32 Guard members assigned, attached, or detailed to that section would be given an order by their Title 32 Guard commander to follow the operational direction of the senior Title 10 Regular Air Force or Air Force Reserve Command

member. Violations of these operational direction orders would be dealt with through the respective chains of command under Title 10 UCMJ authority or Title 32 State discipline codes. Finally, it is important to emphasize that operational direction is neither a command authority nor a command relationship as defined in Service and joint doctrine.

Within the framework of Operational Direction, commanders should rely on delegation of authorities, as stipulated in governing MOUs/MOAs, and commander's intent as methods to control, direct, or supervise personnel. However, just as in a discussion of command, although commanders may delegate authority to accomplish the operational or training missions, they cannot delegate the responsibility for the attainment of mission objectives. For this reason, the commander's intent should specify the goals, priorities, acceptable risks, and limits associated with training or operations. Further, commanders have the authority and responsibility to influence training and/or operations and ensure mission success through other means, such as MOAs, MOUs, and designation of an executive agent for specific functions.

Commanders, managers, and supervisors are responsible for personnel management, performance reviews, career development, and administrative support for members of their respective units consistent with provisions agreed to in MOUs and/or MOAs and consistent with public law. The work center supervisor, whether RegAF, Air Force Reserve, Air National Guard, or civilian must have the authority created by agreements or traditional command structures to assign tasks to all members assigned, attached, or detailed to that unit in accordance with the terms of the governing MOU/MOA. All personnel will be trained, tasked, and employed as a unified team to meet training or operational mission taskings. In addition, Active Guard and Reserve (AGR) and technician civilian job descriptions should be reviewed and modified as necessary to make them subject to the direction of functional supervisors, regardless of component.

Throughout the execution of Operational Direction, the associate unit's parent component (RegAF/AFR/ANG) will continue to exercise command over and be responsible for administration and support of its own personnel. Within the Air Force, command and disciplinary authority over a member rests with the member's unit commander and his or her respective chain of command.

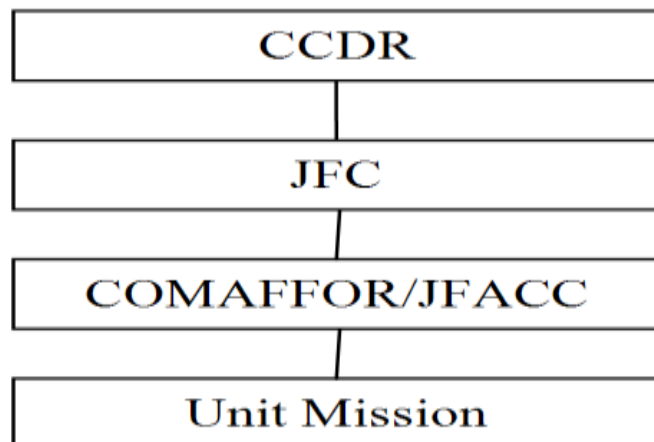
**1. Air National Guard Command Arrangements and Duty Status.** The Air Force assignment of federal missions to the Air National Guard, which require 24/7 reachback support of CCDR mission requirements, represents a new paradigm in developing Integration Plans. These integration plans must address command relationships between federal and state authorities, and the determination of appropriate duty statuses when performing the federal mission. This presents challenges to Air National Guard units in that they must ensure the unit stand-up and personnel duty statuses are in compliance with the current statutory framework, and that the personnel performing a Title 10 mission are attached to the appropriate CCDR. This is especially necessary because the current statutory framework has not caught up with the Air Force and Air National Guard leadership's goal of "Total Force Integration."

#### **1.1. Title 10 / Title 32 Command Arrangements.**

1.1.1. Title 10 Chain-of-Command (ANG Wing / Tenant Unit / Associate Unit). Individuals directly involved in the execution, command and control of Title 10 operational missions will be in Title 10 status, and attached to a unit in the CCDR's operational chain of command.

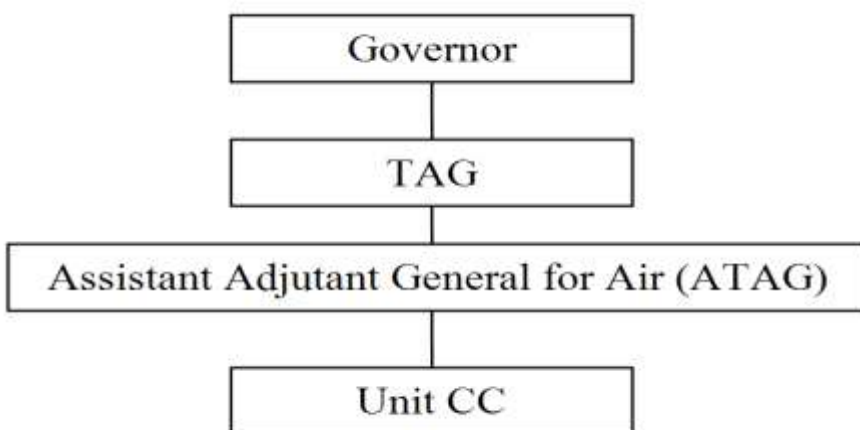
Ordinarily, the chain-of-command runs from the CCDR, to the Joint Forces Commander (JFC), to the Commander Air Force Forces (COMAFFOR), to the Expeditionary unit commander, to the unit Mission Commander (MSN/CC). (Figure A4.1)

**Figure A4.1. Title 10 U.S.C. Operational Chain-of-Command**



1.1.2. Title 32 Chain-of-Command (ANG Wing / Tenant Unit / Associate Unit). When not performing a federal operational mission ANG personnel will usually be in Title 32 status. The chain-of-command runs from the State governor, to The Adjutant General (TAG), the State's Assistant Adjutant General for Air (ATAG), to the unit commander (Figure A4.2).

**Figure A4.2. Title 32 U.S.C. Notional Chain-of-Command**



## 1.2. Duty Status and Tracking.

1.2.1. ANG members placed in Title 10 status will be paid from the Title 10 active duty funds to avoid violations of fiscal law.

1.2.1.1. When in Title 32 status, Active Guard and Reserves (AGRs), Technicians, and traditional guardsmen will only perform duties allowed by law. ANG members *maysupport* federal operations or missions while in training status, so long as support is only incidental to the

primary purpose of the training or otherwise specifically authorized by law, (e.g., maintenance of federal equipment by technicians) unless command and control considerations require that those individuals be placed in Title 10 status and attached to a unit in the operational chain of command.

1.2.1.1.1. AGRs, IAW 10 U.S.C. 101 (d)(6)(a), are authorized to organize, recruit, administer, instruct or train their reserve component.

1.2.1.1.1.1. IAW 32 U.S.C. §§ 328 and 502(f)(2), AGRs, while in Title 32 status, may also perform the following additional duties so long as those duties do not interfere with their primary duties of organizing, administering, training, recruiting and instructing the reserve component: *support operations* undertaken by their units at the request of the President or Secretary of Defense; *support training operations* assigned in whole or in part to the Air National Guard by the Secretary of the Air Force; and *instruct and train* members of the armed forces, DoD contractor personnel, DoD civilian employees, and members of foreign military forces (under the same authorities and restrictions applicable to members providing such instruction or training).

1.2.1.1.1.2. In accordance with 10 U.S.C. § 12310, when individuals are in Title 10 status as AGRs, their AGR duties in connection with organizing, administering, recruiting, instructing, or training reserve components may include: supporting operations or missions assigned in whole or in part to reserve components; and, supporting operations or missions performed or to be performed by: a unit composed of elements from more than one component of the same armed force; or, a joint forces unit that includes one or more reserve component units or includes a member of a reserve component whose reserve assignment is in a position in an element of the joint forces unit.

1.2.1.1.1.3. AGRs activated as volunteers under 10 U.S.C. § 12301(d), *not for the purpose of performing AGR duties* specified in 10 U.S.C. § 12310(a), are not restricted in the duties that may be performed. **Note:** AGRs who volunteer for duty under 10 U.S.C. § 12301(d) are no longer performing AGR duties for the reserve component. These volunteers are part of the active duty force, paid by active duty funds, and count against the active duty manpower end strength ceilings if on Extended Active Duty (EAD) for more than three years.

1.2.1.1.1.4. Unit AGR positions must be established based upon a need for their primary AGR duties, not for the additional duties enumerated above.

1.2.1.1.2. Dual status technicians IAW 32 U.S.C. 709 are authorized to organize, administer, instruct and train the National Guard and maintain and repair supplies issued to the National Guard or the armed forces. When doing so does not interfere with these primary duties, dual status technicians may also: support operations undertaken by their units at the request of the President or the Secretary of Defense; support federal training missions assigned in whole or in part to the technicians' units and instruct and train members of the armed forces, DoD contractor personnel, DoD civilian employees, and members of foreign military forces (under the same authorities and restrictions applicable to members providing such instruction or training).

1.2.1.1.3. Traditional Guardsmen (TG) performing required inactive duty for training (IDT) or Annual Training (AT) in a Title 32 training status.

## 2. MAJCOMs

2.1. MAJCOMs must coordinate with the Air Force component to the Unified Combatant Command for the establishment/activation/designation of air expeditionary squadrons or units assigned or attached to each CCDR to which personnel can be attached during operational missions. Each such squadron or unit will be commanded by a Title 10 commander.

2.2. Standing organizational structure. The gaining MAJCOM is the force provider on behalf of the Air Force. NGB/CF is the channel of communications between the respective states and the Air Force. Operational and training units (FTUs) will organize under their respective States, which in turn will report to the National Guard Bureau (reporting includes SORTS, ART, etc.). Maintenance FTD unit(s) will report to AETC.

2.3. Within the Air Force, the Commander, ANG Readiness Center, will be responsible for administration, support and discipline of assigned personnel. Concurrent disciplinary authority resides with the respective CCDR and the CCDR's delegates (e.g., the COMAFFOR) for conduct while individuals are attached to that command for mission execution.

2.4. By means of the procedures contained within the preceding paragraphs, individuals directly involved in the execution, command and control of Title 10 operational missions will be OPCON to the CCDR, and to the Joint Force Commander (JFC), COMAFFOR in accordance with the CCDR's delegation of authority.

### **3. Automatically Executing Title 10 Orders (Formerly known as Self-Executing Orders)**

3.1. IAW 10 U.S.C. 12301(d) the service secretary may designate an authority to order a member of the ANG to federal service with the consent of the individual and the individual's Governor. Operational requirements of the Federal mission require that NGB coordinate with the gaining MAJCOM concerning secretarial delegation of this authority. When necessary, ANG personnel may be involuntarily activated under Chapter 1209 of Title 10, U.S. Code.

3.1.1. SECAF's designee within the gaining MAJCOM will have the authority to order volunteers to active duty under 10 U.S.C. § 12301(d) and will issue a standing order that accomplishes the requirements of paragraph 3.1, above. This standing order must specify a clearly identifiable factual event, the occurrence of which activates the orders, and another clearly identifiable factual event, the occurrence of which terminates the order. (This has sometimes been referred to as a self-executing or, more accurately, an automatically executing order.) In addition, standing orders must be in effect that attach the activating individual to the appropriate CCDR chain of command for the duration of the activation. However, their attachment to the respective CCDR for operational missions upon the start of the mission, and termination of that attachment at the end of the mission, will be accomplished by the standing order of the MAJCOM representative who has been delegated authority by the SECAF to order ANG members to voluntary active duty. That same representative has the authority to order the activation via a verbal order. [Note: Such an order is also based on the prior consent of the individual and the Governor.] Confirmatory written orders will be accomplished as soon as possible given that circumstance. Technicians must be in an appropriate leave status while performing active duty. (Note: Procedures must be in effect to capture the periods of activation and to ensure that these periods of activation for a federal purpose are funded from Title 10 appropriations. See paragraph 3.2.3.2.)

3.2. For designated ANG members expected to perform regular and frequent Title 10 duties associated with a Federal or operational mission under an operational chain-of-command:

3.2.1. The member will sign a voluntary statement of consent to be ordered to active duty under 10 U.S.C. 12301(d) as a condition of employment or unit membership. For a Guard AGR member, the AGR order will contain a statement that the member consents to being ordered to Active Duty for Operational Support under 10 U.S.C. 12301(d), in support of the active component, whenever he or she performs duties in execution of a federal operational mission with the beginning and end points of the active duty period as specified in the MOU/MOA.

3.2.2. The state Governor will enter into an MOU/MOA with federal authorities providing advance consent to the voluntary order to active duty of the ANG member for federal operational missions.

3.2.3. The designated Title 10 authority will issue an order directing the change in status, as needed, and attachment of individuals to the designated operational unit in support of a CCDR as they activate or deactivate pursuant to the MOU/MOA.

3.2.3.1. Based on the member's and Governor's advance consent and the order of the designated Title 10 commander, an AGR is automatically placed on active duty, Title 10, status to perform duties directly supporting or in execution of a federal operational mission, and automatically reverts to AGR, Title 32 status, and the performance of Title 32 Full Time National Guard Duty (FTNGD) functions upon completion of the federal operational mission as required by the MOU/MOA. Simultaneously, they are attached to the appropriate combatant command unit, and thereby under the operational command of that CCDR.

3.2.3.1.1. For technicians and traditional Guardsmen, Title 10 orders will ordinarily be requested and approved in advance of performance of duty requiring Title 10 status. However, their attachment to the respective CCDR for operational missions upon the start of the mission, and termination of that attachment at the end of the mission, will be accomplished by the standing order of the MAJCOM representative who has been delegated authority by the SECAF to order ANG members to voluntary active duty. That same representative has the authority to order the activation via a verbal order. [Note: Such an order is also based on the prior consent of the individual and the Governor.] Confirmatory written orders will be accomplished as soon as possible given that circumstance. Technicians must be in an appropriate leave status while performing active duty.

3.2.3.2. Documentation will be created and maintained within the unit to verify all time spent by each member performing duties in support of a federal or operational mission while in a Title 10 status and not incidental to authorized Title 32 activities, and in execution of a Title 10 operational mission if not automatically documented through MPA orders. For flight duties in a flying weapons system, the AFTO Form 781 will suffice. An appropriate mission log will be used to document other operational mission duty assignments. This documentation will be processed through ANG/FM to the Regular Air Force organization for obligation of Title 10 funds quarterly.

3.2.3.3. ANG technicians and traditional Guardsmen will be placed in Title 10 active duty status each day they perform *any* duty in the execution, command and control of Title 10 operational missions.

3.2.3.4. AGR time when performing active duty under 10 U.S.C. 12301 (d), aside from duty performed under 10 U.S.C. 12310(b), is considered active duty for operational support in support of the Regular Component and represents a reimbursable, Title 10, MPA day for each calendar day in which any such duty is performed regardless of the duration. While performing the duty necessitates man-day reimbursement, the member may not perform any Title 32 functions.

**Note:** Legislation to simplify status and pay accounting requirements is being considered. These procedures may need to be modified if legislative authorities are revised.

#### **4. Permissible Duties Under United States Code**

**4.1. State Missions.** Generally, ANG personnel perform federal missions under Title 10, train for federal missions under Title 32, and perform state missions (e.g., responding to natural disasters) funded by their state. While in Title 32 status or performing state missions, ANG members are subject to the command and control of their Governor. Governors have constitutionally guaranteed expectations their National Guard units will be available to perform state missions allowed by the laws of their states. See also paragraph 3.2.2 of this attachment.

**4.1.1.** RegAF leadership in conjunction with state ANG leadership should develop contingency plans that clearly define expectations of both the RegAF and ANG to facilitate continuation of RegAF participation in ARC training missions in the event of a state recall of ANG personnel for inclusion in a MOU as appropriate. In either case, RegAF personnel do not participate in state contingencies, unless directed/approved by a higher federal authority.

**4.1.2.** When the ANG is called upon by the State Governor for state-only missions, care must be taken to ensure RegAF personnel and equipment are not improperly used for these state-only missions (see, e.g., the Stafford Act, DoDD 3025.15, AFI 10-802, etc).

## Attachment 5

### REQUIRED INTEGRATION PLAN (I-PLAN) CONTENT

**NOTE:**

In instances where a MAJCOM or the NGB has already produced macro level I-Plan documents, the integration initiative OPR will still need to craft a document using this content template, and will identify it as an addendum to the existing Macro I-Plan document. Only those portions of the I-Plan template content that are not already covered within a more macro level document need be accomplished (i.e. fill in the blanks only where necessary) and submit this abbreviated document with the CONOPS/I-Plan macro document for HAF functional and legal sufficiency review. It is not the intent, within the framework of accomplishing an I-Plan to re-write existing CONOPS documents.

**NOTE:**

The measures of merit listed for each objective are required to be reported, at a minimum, every thirty (30) days. Units will be responsible to report to the major commands/National Guard Bureau all measures of merit. Specific SORTS Measures of Merit will include the DRRS measures - personnel authorizations, equipment and supplies on hand, equipment condition, and training measurement and be reported using existing SORTS reporting procedures. Measures to be reported to the MAJCOM should include, but are not limited to Operations Tempo (OPSTEMPO), Personnel Tempo (PERSTEMPO), Dwell Time, Crew Ratios, UTE Rates, Career Development Courses (CDCs). This set of measures constitutes the standard set of performance measures to be reported by all TFI units.

**Sample Construct for “Integration Plan” documents.****Section I – I-Plan Integration Initiative Construct**

A narrative description that identifies the type of integration initiative. (i.e. classic associate, active associate, ARC associate,)

**Section II – Overview.**

1. Purpose of this **I-Plan** in overarching terms and a high-level description of the desired outcomes/effects to be achieved. (if BRAC directed, include the BRAC language). Each desired outcome will require that there be identified objectives that will help commanders at all levels focus on accomplishing courses of action that will identify success (or failure). The purpose statement will also capture language that expresses what benefits are to be derived from implementation of this initiative.
2. Commander’s Intent and Responsibilities.
3. Description of the Organizational Structure

**Section III. Command Relationships. A narrative description of the major “players” involved in the execution of this particular I-Plan.** (May include an OV-4 graphic.)

**Section IV. Identify the supporting documents needed to implement this specific integration initiative, the sequence of document development, the supporting activities needed to develop each document, and the projected completion dates for each of the documents.** (i.e. these documents could include: SATAFs, PPlans, OCRs, PADs, MOAs, MOUs, SAs, etc.)

**Section V. JA Review. Identify the JA review requirements****Section VI. Addresses Planning, Programming, Budgeting, and Execution (PPBE) and Manpower Requirements**

1. Near term budget requirements
2. Near term manpower requirements
3. Long term POM impact

**Section VII. Address any AEF implications – to include AEF implications, HHQ expectations of how the equipment/aircraft will be utilized to meet day-to-day training or state mission requirements, and changes to the unit's AEF UTC****Section VIII. Describe Agile (and/or Expeditionary) Combat Support concepts for the impacted weapon systems and capabilities.****NOTE:**

For Associations that involve Air National Guard units, as a part of the description of the initiative and the unit's mission, a description of the state mission for the Air Guard unit must be stated so that proper equipage (as coordinated with NGB/A4) includes the ability of the unit to meet validated Homeland Defense mission requirements. Association I-Plans, Support Agreements, MOUs and MOAs will provide for the capability and identify the resources required for the ANG unit to respond to Federal Homeland Defense taskings in conjunction with DOC taskings in the new association. I-Plans, Support Agreements, MOUs and MOAs will also include language to recognize the ANG unit's responsibility to the Governor of the state in responding to domestic emergencies and contingencies

**Section IX. Identify source directives and publications that support this integration initiative.****Section X. Content – Individually list each Objective and each objective's Measure(s) of Merit**

**Note 4.** Capture each objective individually and enumerate as many objectives as may be needed to successfully support attainment of the desired outcome.

**Note 5.** For each objective, identify data that needs to be captured either through existing processes/procedures, or, if need be – develop the guidance that will allow for the function(s) to easily capture the data. DRRS/SORTS data should also be included in this data matrix. However, SORTS data will be reported using the existing DRRS/SORTS reporting procedures.

**Note 6.** Measures other than those enumerated in the standard reporting set described in Note 2 of this template may be added for reporting purposes dependent on the unique requirements of each Integration initiative.

Example:

**Objective 1.** state the objective and time horizon for achieving the objective

- Measure of Merit 1.
- Measure of Merit 2(or however many process measures as may be needed to track the progress (or lack thereof).

Assumptions. Self-explanatory.

Risks. Self-explanatory.

**Objective 2.** state the objective and time horizon for achieving the objective

- Measure of Merit 1.
- Measure of Merit 2
- Measure of Merit 3 (or however many process measures as may be needed to track the progress (or lack thereof).

Assumptions. Self-explanatory.

Risks. Self-explanatory.

**Section XI – Summary.**

Include signature blocks for I-Plan participants (MAJCOM/CC, or NGB/CF level).

**Appendices as required**

**Attachment 6 (Added-ACC)****ACC TFI PROCESS**

**A6.1. (Added-ACC) Background.** TFI is part of the USAF's Total Force (TF) Culture and Organization Transformation Plan. Other parts of the TF plan include Augmentation units and New/Emerging Stand-Alone units. The goal of TFI is to provide the Air Force and the Combatant Commanders (CCDR) the best possible capabilities to meet their requirements by leveraging the combined resources of the Regular, Guard, and Reserve members, Air Force civilian employees, and Air Force contractors. This ACC supplement provides guidance and direction for submitting integration proposals in support of AF and ACC TF goals, strategic visions, objectives, and measures of merit. ACC/A5 is COMACC's facilitator for developing and processing TFI initiatives that effect ACC units. ACC/A5, as OPR for proposed ACC Classic Associations, in collaboration with the National Guard Bureau (NGB) and/or the AFRC, will forward ACC supported initiatives to HAF/A8X for consideration and final CSAF approval to be added to the AF TFI List and compete for Air Force Corporate Structure funding as TFI initiatives. ACC/A5, as OCR for ACC participating Active Associations, will coordinate these TFI initiatives with their NGB and AFRC counterparts for similar HAF/A8X and CSAF actions.

**A6.2. (ACC) Applicability.** This publication applies to the Regular Air Force (RegAF), the Air Force Reserve, and the Air National Guard. Commanders at all levels are expected to seek ways to gain benefits from synergizing Air Force component capabilities.

**A6.3. (ACC) Strategic Vision.** While the specific strategic goals for TFI may be somewhat different for each ACC air and ground weapon system and other support organizational TFI initiatives, the AF and ACC strategic vision remains focused on an expeditionary mindset and the desire to maintain the highest levels of force readiness while sustaining the maximum capability to the war fighter. Toward this end, ACC developed long range positions for the TF that will be integrated into the Combat Air Force Strategic Plan and will clearly articulate future TF goals and objectives for the Air Force. In doing so, ACC will strive to retain a desired balance in Combat Air Forces (CAF) asset utilization for training, combat capability needs for War Mobilization Planning-5 (WMP-5), Major Combat Operations, Cost Mitigation/Strategic Reserve and Sustained Operations for Air and Space Expeditionary Force (AEF) and the Consolidated Planning Schedule (CPS).

**A6.4. (ACC) ACC Goals, Objectives, and Measures of Merit (MoM).** ACC's primary goal is to provide an overall CAF fighter; Intelligence, Surveillance and Reconnaissance; C2 and enabler force structure that provides the capability to support CCDR requirements driven by current DoD and AF Strategy. ACC has two overarching guidelines to shape its TFI process and support its goal: (1) TFI initiatives must preserve access to combat power for today's fight and (2) TFI initiatives must improve or maintain the long term stability of the mission capability. Each ACC TFI initiative must generally support ACC's goals, objectives and accompanying Measures of Merit (MoMs), although each initiative will have specific objectives and MoMs that will support the enterprise wide vision.

**OBJECTIVE 1.0: Balance aircrew/operators and maintenance experience levels across the Total Force.**

**Measure 1.1:** Decrease in time to experience and upgrade of aircrew/operator. The intent is to measure the time (in months) that it takes for a new aircrew/operator to become experienced (e.g.

500 flight hours for a fighter pilot) or to upgrade to flight lead. By using TFI, we expect to have a better balance of experience levels and sortie distribution across the enterprise. This, in turn, should lower the amount of time (in months) that it takes to reach the 500-flight hour mark or to complete upgrade to flight lead status.

Measure 1.2: Achieve/sustain 80% of task-qualified maintainers by increasing access to training opportunities.

Measure 1.3: Maintain desired maintenance experience on assigned Mission Design Series (MDS) emphasizing Special Experience Identifier (SEI). When the SEI was de-emphasized in the assignment shred, it left the RegAF maintenance assignment system broken to the point where a crew chief (Fighter-Fighter; Heavy-Heavy), regardless of MDS experience, could be assigned to an unfamiliar MDS crew chief billet. As this has an impact on the type of RegAF maintenance personnel assigned to Active Associations, emphasis on successful SEI tracking and familiar MDS assignments are critical to fixing this for the TF. With successful SEI data collection, this is an item that will be tracked and maintained in Status of Training reports at an Active Association in order to help stabilize the RegAF assignment system.

Measure 1.4: Achieve desired balance in CAF aircraft utilization. This measure is designed to look at overall aircraft utilization in AEF, CPS and home station training to see how the fleet is being utilized. The intent is to measure utilization more broadly than just Utilization (UTE) rates, because there are multiple factors, besides TFI and UTE rates, that impact overall aircraft utilization.

**OBJECTIVE 2.0: Increase capacity for absorption of RegAF aircrew/operators for a given total-force (RegAF/ANG/AFRC) force structure.**

Measure 2.1: Total absorption rate of RegAF aircrew/operators for a given total-force (RegAF/ANG/AFRC) force structure increases over total absorption rate using RegAF-only force structure.

**OBJECTIVE 3.0: Increase availability of forces to support CPS, combat (AEF rotational, WMP-5) and training requirements.**

Measure 3.1: Sustain 97% reporting of Unit Type Code (UTC) availability and readiness in AEF Reporting Tool (ART).

Measure 3.2: Sustain desired RegAF dwell time by MDS/UTC.

Measure 3.3: Compare TFI assumptions regarding manpower, manning, participation, equipment and Operations and Maintenance (O&M) funding against RegAF/ARC resourcing. In order to properly analyze a TFI association, both ARC and RegAF resources in the Program Objective Memorandum (POM) and the year-of-execution should be evaluated in terms how they are supporting the association. If the resources (manpower, manning, participation, equipment and O&M funding) are deemed insufficient, then changes should be made to the resource models and assumptions.

Measure 3.4: Aircrew/operators maintain Combat Mission Ready Status or Basic Mission Capable status, as appropriate.

Measure 3.5: Sustain CAF standard in repeat/recur and ground abort rates. Repeat/recur is a key measure of quality of maintenance for both RegAF and ARC. Chargeable deviations, such as ground aborts, cause the most maintenance deviations from the planned flying schedule.

Correcting this type of deviation is within the control of the association and should result in improved Flying Schedule Effectiveness rates. Components will continue to utilize MAJCOM/NGB-approved Maintenance Performance Indicators, as appropriate, to help measure maintenance quality.

**A6.5. (Added-ACC) Core Guidance.** ACC TFI initiatives must be requirements driven and support the TF objective of meeting CCDR steady state and surge requirements. Figure A6.1., ACC TFI Process Road Map, describes the process by which ACC integration initiative ideas are vetted for approval. Each integration initiative will have an ACC lead proponent OPR who will be responsible for the development of all ACC required initiative products. Acting on behalf of COMACC, ACC/A5 will designate an HQ ACC lead proponent for each TFI initiative involving an ACC unit. ACC lead proponents or OPRs are normally the program Functional Area Managers and/or Program Element Monitors responsible for program management and resourcing.

**A6.6. (ACC) Concept of Operation.** Integration is achieved when two units, from different components, provide a combat capability through shared resources (manpower and equipment). Associate units normally provide manpower only that will co-locate and work with host unit manpower in the functions to be integrated. Host and associate unit personnel train together on a daily basis for the assigned mission on host equipment. The end-state is to allow, when tasked, for an expeditionary unit seamlessly consisting of members from both the host and associate unit personnel to deploy under the Combatant Command/Operational Control (OPCON) of a CCDR. Host and associate units share the responsibility to support tasked missions.

A6.6.1. **(Added-ACC) TFI UTCs.** (OPR: AF/A5XW) For posturing and tasking, TFI UTCs exist in two types of packages; equipment and personnel. The equipment package will be postured and tasked by the host to support the mission. The personnel UTCs are postured exclusively by each component. At execution the deployed package will consist of both host and associate personnel to the maximum extent possible.

A6.6.2. **(Added-ACC) Designated Operational Capability (DOC) Statement.** (OPR: ACC/A3) Both host and associate unit DOC statements must be modified to reflect the association and roles being played by the host (primary support with weapons system) and associate unit (personnel only support to host weapons system). It is the synergistic effect of the functional integration that enables the association, as a whole, to provide its capability to support AEF, WMP-5 contingencies, and required training.

A6.6.3. **(Added-ACC) Unit Manning Document (UMD).** (OPR: ACC/A3T) Host and associate units will maintain separate UMDs. UMDs will be based on UTC package position requirements as much as possible. This requires that separate UMDs be based on an agreed upon mix of RegAF-ARC manpower required to fill an overall association UMD. Together, these UMDs support not only UTC WMP-5 requirements, but also AEF tasking/contingencies and training. This will require planners to take a balanced approach to the manning requirements in order to achieve the association's manning end-state required to meet all three supported areas.

A6.6.4. **(Added-ACC) Status of Resources and Training System/ART Reporting/Posturing.** Although host and associate units are required to report their status separately, these separate reports must be considered as part of an overall association.

A6.6.5. **(Added-ACC)** AEF Tasking. At execution, the host unit will be tasked to support the AEF commitment or contingency. Lead package (positions) should, at execution, be filled by both RegAF and ARC personnel. The host unit commander must collaborate with the associate unit commander to identify associate personnel who are available through voluntary participation to fill lead UTC positions. The agreed upon lead package is then completed as a mixed package through fragging the necessary associate personnel to fill these positions. Package leadership positions will be filled based on association command collaboration as well. If required, follow-on UTC packages will be built/filled based on availability, voluntary participation or non-voluntary mobilization if necessary (DoD level authorization required). Non-voluntary mobilization can only be initiated through the Office of the President IAW Title 10 U.S. Code 12301/12302/12304.

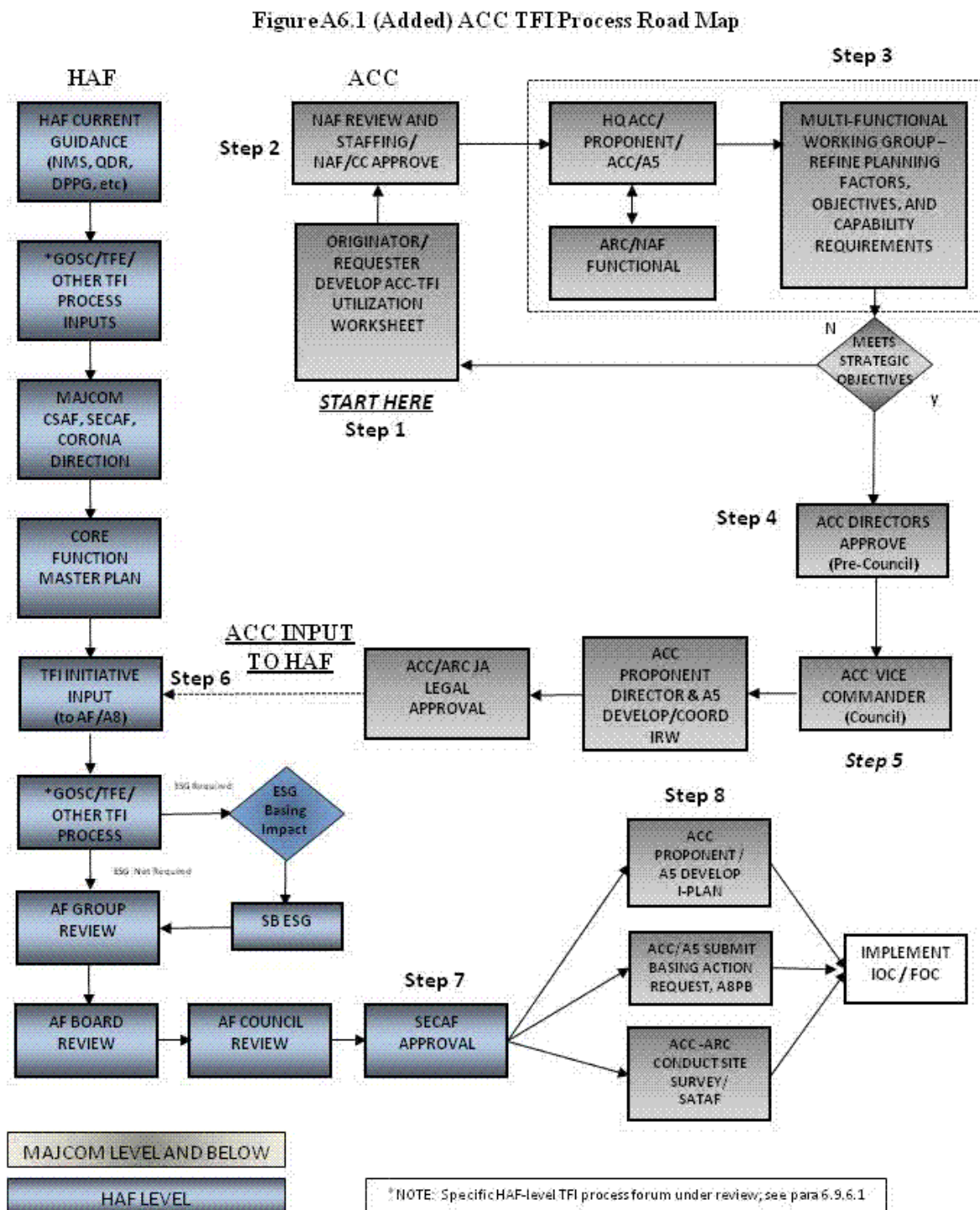
**A6.7. (Added-ACC) ACC TFI Process.** This supplement, including the figure and attachment, establishes ACC's TFI process. The attachment, along with instructions and procedures contained in AFI 90-1001, defines roles and responsibilities for submitting and staffing ARC integration requests. This process does not limit initiatives to within ACC. All originators/ requestors from sources outside ACC are encouraged to submit integration requests affecting ACC units IAW this supplement.

**A6.8. (ACC) TFI Utilization Worksheet.** Initiative requests should be submitted using Attachment 7, TFI Utilization Worksheet. This worksheet should describe the concept and identify the TF requirements driving the initiative. This worksheet does not replace the Initiative Review Worksheet (IRW) referenced in AFI 90-1001; instead it serves to frame concepts and to provide basic information that will be used to validate the requirement. Submit requirements through the chain of command. Figure A6.1 defines ACC's TFI process, as referenced in the second block of Figure A2.2, Integration Initiative Road Map, of the basic AFI. Staffing and approval of requirements will be IAW Figure A6.1 and the instructions below.

A6.8.1. **(Added-ACC)** IRW may require programming action through the POM process. Timelines for POM submittals vary within DoD and requestors are encouraged to submit requests at the earliest opportunity.

A6.8.2. **(Added-ACC)** The ACC Staff, in particular A1 and A5, will work to assure TFI initiatives involving unit moves/stand-ups are appropriately prioritized to achieve the greatest return for the resources invested. Prioritization will be ratified by corporate process events timed appropriately for the processes involved.

Figure A6.1. (Added) ACC TFI Process Road Map.



**A6.9. (Added-ACC) Integration Requirements/Constructs.** Use the following instructions for submitting integration requirements/constructs. Initiatives must be sponsored to continue in the process. If not, the package will be returned to the last major stakeholder as required.

**A6.9.1. (Added-ACC) Step 1. The Originator/Requestor:**

A6.9.1.1. **(Added-ACC)** The originator/requestor identifies the need for an association that fulfills capabilities to support unit/combat commander requirements using Attachment 7. The key element for the worksheet is to identify the association's support of the strategic vision and objectives for TFI.

A6.9.1.1.1. **(Added-ACC)** TFI, within ACC, is currently limited to two distinct integration types: Classic Association and Active Association.

A6.9.1.1.2. **(Added-ACC)** May require research to develop the substantiating documentation, as well as close coordination with the ACC/A1.

A6.9.1.1.3. **(ACC)** Supplementary documentation may be included as needed.

A6.9.1.1.4. **(ACC)** Forward the proposal through the appropriate chain of command to the respective wing or organizational commander.

A6.9.1.2. **(Added-ACC)** Wing/organizational commanders submit requests to their respective Numbered Air Force (NAF) commander for staffing.

**A6.9.2. (Added-ACC) Step 2. NAFs:**

A6.9.2.1. **(Added-ACC)** NAF functional proponents will review/staff worksheets for completeness, validity, and NAF/CC approval. Incomplete and non-validated requests will be returned to the originating organization. NAF review will determine if the request supports the strategic vision and objectives for TFI.

A6.9.2.2. **(Added-ACC)** Validated requests will be reviewed to determine if they meet TFI (long-term, unit-sized), Individual Mobilization Augmentee (IMA), or Military Personnel Appropriations (MPA) Program (short-term, less than unit size, execution year) criteria. Normally, TFI is defined as two co-located units, sharing host-assigned equipment, facilities and other resources to efficiently and effectively train for each unit's supporting DOC or Mission Directives. Non-co-located augmentation type agreements are usually not considered TFI associations.

A6.9.2.3. **(Added-ACC)** MPA and IMA requests will be forwarded to the HQ OPR, ACC/A1, for approval.

A6.9.2.4. **(Added-ACC)** Valid TFI requests will be forwarded to ACC/A5.

**A6.9.3. (Added-ACC) Step 3. ACC/A5 Review and Coordination:**

A6.9.3.1. **(Added-ACC)** TFI requests will be reviewed for completeness and validity. Incomplete and non-validated requests will be returned to the originating organization through the appropriate NAF commander.

A6.9.3.2. **(Added-ACC)** Determine ACC functional proponent and facilitate follow-on coordination.

A6.9.3.3. **(Added-ACC)** Forward request to the applicable HQ ACC functional (s) for an initial assessment to include executability, benefits, impacts to training and a Rough Order of Magnitude of implementation costs.

A6.9.3.3.1. **(Added-ACC)** Facilitate ACC proponent coordination with AFRC/NGB to obtain initial ARC assessment of capability, implementation timeline and manpower requirements.

A6.9.3.3.2. **(Added-ACC)** With the ACC proponent, assist in forming an ACC, ARC, and NAF working group to refine planning factors, objectives and capability requirements as required. Following the objectives of AFI 90-1001, association proposals will be developed to ensure the Air Force maintains the capability to meet CCDR requirements for both surge and sustained operations. The working group will review and establish planning factors that address operational availability, sustained and surge capability referenced to AEF dwell, and measures of merit to quantify objective attainment. ACC or HAF validated analytical tools should also be used to evaluate the initiative as required.

A6.9.3.3.3. **(Added-ACC)** Executable requests that are within ARC capabilities will be considered as potential initiatives for ACC/CV consideration and direction. Requests deemed not executable or not supportable from the ARC or ACC perspective will be returned to the originating organization through the appropriate NAF commander.

A6.9.3.3.4. **(Added-ACC)** Assist ACC proponent in building a staff package/briefing for obtaining ACC/CV support and approval.

**A6.9.4. (Added-ACC) Step 4. ACC/Directors Approval:**

A6.9.4.1. **(Added-ACC)** Review the proposed initiative and determine if it meets functional requirements and goals. ACC/A5 will coordinate ACC/CV review if approved.

A6.9.4.2. **(Added-ACC)** Proposed initiatives not approved for further evaluation will be returned to the originating organization and ACC/A5 will be informed of decision.

**A6.9.5. (Added-ACC) Step 5. ACC/CV Approval:**

A6.9.5.1. **(Added-ACC)** Review the proposed initiative and determine if it meets command objectives/ requirements. At ACC/A5's discretion, this may be accomplished by a formal briefing or staff package.

A6.9.5.2. **(Added-ACC)** Proposed initiatives not approved for further evaluation will be returned to the originating organization through the appropriate NAF commander.

A6.9.5.3. **(Added-ACC)** Upon ACC/CV approval, the IRW will be accomplished. The functional proponent (s), with ACC/A5 assistance, will draft the IRW with support functionals assisting by providing manpower, communication, legal, and financial expertise to ensure all aspects of the IRW are completed.

A6.9.5.3.1. **(Added-ACC)** See Attachment 3 in the basic AFI for IRW instructions.

A6.9.5.3.2. **(Added-ACC)** Proponent expertise, current organizational structure knowledge and working relationship with the beneficiary organization is crucial for determining how best to integrate ARC resources.

A6.9.5.4. **(Added-ACC)** Prepare staffing package and obtain HQ ACC and ARC 3-letter/2-letter coordination of the IRW.

A6.9.5.4.1. **(Added-ACC)** In concert with functional directorates/proponents, incorporate recommendations/changes into the IRW. If significant IRW changes are incorporated, the IRW will be re-coordinated for concurrence.

A6.9.5.4.2. **(Added-ACC)** Through ACC/JA, obtain required legal review.

A6.9.5.5. **(Added-ACC)** Forward ACC sponsored IRW to AF/A8.

**A6.9.6. (Added-ACC) Step 6. AF/A8:**

A6.9.6.1. **(Added-ACC)** IAW AF/A8 procedures, obtain AF/JAA legal approval and introduce the initiative to the AF TFI corporate process. NOTE: the TFI corporate process, as currently outlined in AFI 90-1001, consists of the TFI Working Group, Integrated Process Team (IPT) and General Officer Steering Group. These process elements may be transformed into another process, such as the TF Enterprise (TFE).

A6.9.6.2. **(Added-ACC)** If changes or additional evaluation is required, the proposed IRW will be returned to ACC/A5 for action and completion of required actions.

A6.9.6.3. **(Added-ACC)** IRWs not approved will be returned to the originating organization through ACC/A5 to the appropriate NAF commander.

**A6.9.7. (Added-ACC) Step 7. SECAF Approval:** IAW established procedures, SECAF will approve the association and publish on the TFI list or, if disapproved, return request back to AF/A8.

**A6.9.8. (Added-ACC) Step 8. ACC/A5 Basing Actions:**

A6.9.8.1. **(Added-ACC)** Assist incorporating TFI initiatives into the POM and programming process to include obtaining initiative's priority ranking from ACC Corporate Structure for placement on the command's Initiative Priority List.

A6.9.8.2. **(Added-ACC)** Establish/chair an IPT for in-depth planning and completion of the Integration Plan (I-Plan).

A6.9.8.2.1. **(Added-ACC)** IPT composition will be the functional proponent(s), A1, A2/3/10, A4/7, A6,

FM, JA and others as required.

A6.9.8.2.2. **(Added-ACC)** See [Attachment 5](#) in the basic AFI for I-Plan instructions.

A6.9.8.3. **(Added-ACC)** Submit basing action request.

A6.9.8.4. **(Added-ACC)** Establish and lead Site Survey team.

A6.9.8.5. **(Added-ACC)** Establish and lead Site Activation Task Force (SATAF).

A6.9.8.6. **(Added-ACC)** Through the SATAF, monitor the beddown process.

A6.9.8.7. (**Added-ACC**) Completion of the beddown process signals the beginning of the operational phase. Responsibility shifts from A5 to operational unit and functional proponent.

## Attachment 7 (Added-ACC)

## TFI UTILIZATION WORKSHEET

**A7.1. (Added-ACC) Instructions:** Use this worksheet to describe the proposed concept. Define the requirement(s) by explaining the need and how the integration idea supports TFI strategic vision and objectives. The concept may suggest: (1) to increase or decrease an existing support to a mission, (2) a realignment of ARC positions from one mission to another, or (3) the establishment of a new ARC integration program within ACC. This worksheet provides the initial information to help frame the concept and the basic information that will be used to validate the requirement.

Originator Name/rank/organization/contact information: (If known, provide the same information of your component (NGB/ANG, AFRC) counterpart under sub-title OCR)

<b>Concept:</b>
<i>(Describe here the purpose of the initiative, units, and what requirement it is intended to fulfill. Example: F-22A Classic Associate operations and maintenance at Langley AFB, VA. Host unit is the 1 FW (unit-equipped) and the associate unit is the 192 FW ANG. Requirements are...)</i>
<b>How does the association support the TFI strategic vision and objectives and what are the unit specific objectives and Measures of Merit?</b>
<i>(Describe here how it follows the strategic vision and objectives. Additionally list tentative unit objectives and measures of merit.)</i>
<b>Are the two units physically at the same location sharing the host equipment and facilities?</b>
<i>(Also indicate whether ARC members will be funded by their components or the RegAF; how the experience of each component's members will be leveraged or improved by the initiative; and whether ARC and RegAF members will be working with each other on a daily basis.)</i>
<b>What planning factors are used to determine operational availability, sustained and surge capability referenced to AEF dwell, and what measures of merit will be used to quantify objective attainment?</b>
<ul style="list-style-type: none"> <li>- Planning Factors: <i>(voluntary participation, mobilization, etc)</i></li> <li>- Sustained and surge capability: <i>(UTC availability or other measurements)</i></li> <li>- Measures of merit: <i>(specific and measurable)</i></li> </ul>
<b>At a minimum, describe the Chain of command and organizational structure. Provide a wiring diagram with separate host/associate unit organizational chains side-by-side.</b>

<p><b>Identify manpower that is additive or realigned, and explain reasons. For RegAF billets that will be replaced by ARC billets, what is the desired full-time equivalent (FTE) ratio? What is the number of part-time support billets desired to replace each billet?</b></p>
<p><b>What is the desired mix of full-time support personnel (AGRs, ART not TRs) to part-time support personnel? Will RegAF funded MPA days be required?</b></p>
<p><i>(The primary duty of AGRs and ARTs is to administer, instruct, and train reservists or TRs. The normal is an average 35% FT/65% PT mix.)</i></p>
<p><b>How many days of participation per month will be required for each part-time ARC member to maintain proficiency, currency, readiness and/or safety in their position?</b></p>
<p><i>(TRs are limited to approx 60 RPA training days/year (one weekend per month and 14 days/summer) and also require RegAF funded Man-Days and their concurrence to work in excess of these RPA training days.)</i></p>
<p><b>Aside from manpower billets, identify all other costs involved and which organization(s) will fund the requirement? (e.g., flying hours, travel/per diem, MILCON, O&amp;M, initial beddown costs, etc.)</b></p>
<p><b>Provide a brief statement on how RegAF and ARC organizations will keep funding streams and tracking of expenditures separate, as required by law.</b></p>
<p><b>Does the ARC associate unit ever support federal missions within CONUS or OCONUS missions in support of Combatant Commanders either by deployment or reach-back? If so, how are they tasked, and how are they ordered to active duty and placed under OPCON to that CDR.</b></p>
<p><b>Will ARC associate unit members provide training to RegAF personnel while in Title 32</b></p>

<b>or AFR Title 10 status?</b>
<i>(If supporting an FTU, FTD, how will this activity be funded and by whom?)</i>